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Horizon Europe Annotated Form B

Guida alla sezione
tecnico-scientifica
della proposta
progettuale

Brochure realizzata da
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Area Servizi alla Ricerca e al Trasferimento Tecnologico



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Horizon Europe

Annotated Form B

Guida alla sezione tecnico-scientifica della proposta progettuale

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Structure of the Proposal

The proposal contains two parts:

- **Part A** of the proposal **is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.** The participants can update the information in the submission system at any time before final submission.
- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal. The submission process consists of 6 steps:

- Step 1: Logging in the Portal
- Step 2: Select the call, topic and type of action in the Portal
- Step 3: Create a draft proposal: Title, acronym, summary, main organisation and contact details
- Step 4: Manage your parties and contact details: add your partner organisations and contact details.
- Step 5: Edit and complete web forms for proposal part A and upload proposal part B
- Step 6: Submit the proposal





Proposal template Part B: technical description

(for full proposals: single stage submission procedure and 2nd stage of a two-stage submission procedure)

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

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

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

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

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

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

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

⚠ *The following formatting conditions apply.*

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

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

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

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

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

DEFINITIONS	
Critical risk	<p><i>A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.</i></p> <p><i>Level of likelihood to occur (Low/medium/high): The likelihood is the estimated probability that the risk will materialize even after taking account of the mitigating measures put in place.</i></p> <p><i>Level of severity (Low/medium/high): The relative seriousness of the risk and the significance of its effect.</i></p>
Deliverable	<p><i>A report that is sent to the Commission or Agency providing information to ensure effective monitoring of the project. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).</i></p>
Impacts	<p><i>Wider long-term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur sometime after the end of the project.</i></p> <p><i>Example: The deployment of the advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs.</i></p>
Milestone	<p><i>Control points in the project that help to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.</i></p>
Objectives	<p><i>The goals of the work performed within the project, in terms of its research and innovation content. This will be translated into the project's results. These may range from tackling specific research questions, demonstrating the feasibility of an innovation, sharing knowledge among stakeholders on specific issues. The nature of the objectives will depend on the type of action, and the scope of the topic.</i></p>
Outcomes	<p><i>The expected effects, over the medium term, of projects supported under a given topic. The results of a project should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.</i></p> <p><i>Example: 9 European airports adopt the advanced forecasting system demonstrated during the project.</i></p>
Pathway to impact	<p><i>Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project. A pathway begins with the projects' results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.</i></p>
Research output	<p><i>Results generated by the action to which access can be given in the form of scientific publications, data or other engineered outcomes and processes such as software, algorithms, protocols and electronic notebooks.</i></p>

<p>Results</p>	<p><i>What is generated during the project implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.</i></p> <p><i>Example: Successful large-scale demonstrator: trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management. etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.</i></p> <p><i>Example: Successful large-scale demonstrator: trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</i></p>
<p>Technology Readiness Level</p>	<p><i>See Work Programme General Annexes B</i></p>

Dear Reader, congratulations for your future endeavors: a Horizon Europe project!

Are you the Lead Partner, or a Partner or just the Leader/Responsible for a Work Package?

It doesn't matter: in all cases you need to become familiar with the generic proposal structure (aka THIS commented Horizon Europe template) because the first thing to know before writing a proposal is understanding what information funders need to know.

Are you aware about the tremendous "logic gap" which exists between what **researchers assume** the proposal template requires of them and what **reviewers are** most definitely **looking for**?

Winning a Horizon Europe project will not be an easy task. You will need an impeccable project proposal which presents the project in the best possible way to its reviewers. As an applicant, having a deep understanding of the Horizon Europe proposal template and structure will undoubtedly help to write such an **outstanding proposal**. Therefore, a logical first step to developing the Horizon Europe project proposal is to first and foremost review and understand the template's requirements.

Your project proposal should meet decision-makers' appetites, clearly communicate your ideas while winning buy-in and those all-important resources and budgets you need to make it happen. How?

As you can see this template has been pre-filled with 4 kinds of suggestions, codified with 4 different colours (see Table below). You can skip them and jump directly to the blank template of course, but you might keep in mind that your proposal can be considerably improved if you consider these boxes while writing down your great idea.

You might get overloaded by all this additional information, so we suggest you start reading first the green boxes all at once together with the proposal template, then all the yellow ones, and finally the magenta and light purple ones (these last two, especially when your project will be defined in all its details and you might need a guide for confirming that you are on track).

This Horizon Europe commented Template is, actually, your project proposal **guide**; it's filled with examples, project proposal writing tips, tricks, and things to know: you will never miss a thing!

READ ME FIRST	These are the general pieces of advice, the framework of your proposal, the logic of the Horizon Europe Programme.
TIPS	These are some useful tips for writing your proposal.
IN-DEPTH	These boxes will provide deeper insights and useful links.
GET INSPIRED	This is the quick remedy for dealing with the blinking cursor against your blank screen. These boxes contain selected 'pieces' from a pool of good practice examples i.e. well-managed projects with very good results. You can consider them as a draft/inspiration - do not just copy and paste! - for your missing paragraphs, especially when you feel that your mind is totally blank! Get inspired, free to use the following text as an inspiration to work but remember , you must customize it according to your needs!

Table 1: Legend of colours of hints and suggestions.

READ-ME FIRST

Before you begin: an overview of the Horizon Europe proposal development

Developing the full proposal for a Horizon Europe collaborative project takes time. Normally, we recommend allocating **at least three months prior to the deadline for proposal writing and development**.

As a starting point, one must identify a specific topic in the Horizon Europe work program to apply to. When identifying the topic – it is imperative to note the expected deadline. This is a very important date. In this section, the expected deadline will be referred to and labelled as “D”.

Once the topic is chosen and the deadline is clear, the development process begins.

The process of developing a Horizon Europe collaborative project, whether it is a RIA*/IA or CSA*** project**, includes two complementary and parallel efforts that converge at the end of the process. Such efforts are divided into consortium-related efforts and proposal-writing – related efforts. The two parallel efforts feed one another throughout the proposal development process.

Additionally, it is important to engage all partners in the writing process. This is done by collecting information, consulting, discussing and articulating the project’s narrative. Nonetheless, a leading partner should manage, coordinate and synchronize these efforts.

Type of actions in Horizon Europe

***Research and Innovation Action (RIA)**

Topics under this action consist of activities aimed at new knowledge and/or consulting the feasibility of a new technology, product, process, service or solution.

Activities could include basic or applied research, technological development and integration, testing and validation on a small-scale prototype in a laboratory or simulated environment. Projects may contain closely related but limited demonstrations or pilot actions aimed at high technical capability in a near operational environment. **The non-written rule is that usually these projects have a duration of 3 years (36 months).**

****Innovation Action (IA)**

Topics under this action consist of the development or implementation of innovative products, processes or business models/services. The activities may include prototyping, testing, demonstration, experimentation, product validation on a large scale up to the first commercial applications. **The non-written rule is that usually these projects have a duration of 5 years (60 months).**

*****Coordination and support Action (CSA)**

This action does not cover research activities, but funds “supporting actions” for research, such as: standardization; communication and dissemination of research results; networking; coordination actions and support services; political dialogues; strategic workshops; coordination between research programs in different countries, etc.

The Horizon Europe proposal development timeline

Orchestrating the efforts for the Horizon Europe proposal development should be done in a timely fashion while adhering to the strict requirements of the Horizon Europe proposal structure.

Whether you are applying to a call for the first time, re-applying, or even if you are in stage 2 of a two-stage proposal, we can help you write a competitive research and innovation project application.

The UNIFI U.P. “Progetti di Ricerca” offers personalized support based on your needs, whether you want your proposal to be reviewed, only require help for certain parts or would like a full proposal writing support. Basically, we can support you in:

a) Administrative documentation and other forms (Part A) - Registration of the proposal with the funding agency in the EU Funding & Tenders Portal; Request of administrative details and completion of the administrative forms for all consortium members in the EU Funding & Tenders Portal; Request of partners project costs and calculation of the proposal’s budget according to the applicable financial rules; Participation in preparatory meetings; Final proof-reading of all proposal documents; Final consistency and quality check of all online forms prior to submission and so on.

b) Proposal documents (Part B, Annexes) Set up of the proposal documents, such as Part B and specific Annexes; Definition of the project work plan; Revision of the work packages, matching the programme and call specific requirements; Advice on deliverables, milestones and implementation risks; Editing of the technical and non-technical chapters of the proposal, including the Impact Summary table; Development of a project specific Gantt chart and PERT diagram. Consistency check and finalization of the proposal documents and so on.

Why are we specifying this? Because there is one simple and important advantage: you will write a more competitive proposal and **focus on science and technology**, while we support you with the rest.

Our objective is to increase your chances of success thanks to our EU proposal expertise and track record. We will guide you from the first page to a successful submission!

But, before you begin, we warmly suggest following the **timeline shown in the Table below**.

ACTION	Recommended due date
<p>Prepare the preliminary project summary/abstract –This summary should be a living, working document, which will help in shaping the project definition and consortium structure and recruiting partners for the project. We recommend that it will not exceed 2 pages for the matter of simplicity and efficiency. The Title and Acronym are important as well, it is the first base for your ‘marketing’ strategy! Please see Annex 1 for a simple example showing how to create a proposal abstract.</p>	D-90 days
<p>List of partners – Since the partners should take an active role in developing the project proposal, we highly recommend concluding the partners’ list at least 2 months before the call deadline.</p>	D-60 days
<p>Send out the proposal template with instructions – Once the list of partners is intact, it is time to allocate tasks to the partners and start the writing process. Make sure to use the most updated template for the proposal. Use the official guidelines and add any specific instructions for the partners. From this point on, manage the writing</p>	D-60 days

<p>process of this document with the partners until you submit it in the electronic submission system.</p>	
<p>Collect partner profiles – This is generally a mostly ‘administrative’ task but we recommend not to postpone this to the end of the process. Although some items in Part B Section 3.2 (role and tasks of each partner) might be finalized only at a later stage, still, the majority of the texts to be provided for Part A can be produced earlier in the process, and we recommend doing so. As well, this is a good opportunity to collect budgetary needs from your partners, to help plan the consortium budget.</p>	<p>D-45 days</p>
<p>Have a first full draft of the proposal – It is crucial to have a first draft of the full proposal, including all key sections about a month before the call deadline. You will need the rest of the time for fine-tuning, final budgeting issues, quality assurance procedures, proofreading, etc.</p>	<p>D-30 days</p>
<p>Handle any supplementary aspects, such as ethics, security etc. – In case the project is subject to any of these aspects, invest some time to finalize them and ensure there are no loose ends. Addressing and answering ethical aspects and requirements may take a long time to handle in the proposal development phase.</p>	<p>D-30 days</p>
<p>Open a submission system in the Participant Portal – Filling in the details in the electronic system takes time and cooperation of the partners. After setting it up, add the partners into the system (you will need their PIC numbers for that matter) and support them to sign in and fill in their own administrative data. Monitor the process to ensure that there aren’t any validation errors.</p>	<p>D-30 days</p>
<p>Finalize the budget – We would like to recommend that you have it earlier, but reality and experience show that it is unrealistic in most cases. Finalizing the budget is a process that usually converges only in the very last phase of the proposal development process. It is subject to final negotiations between partners. Sometimes it is also subject to internal approval procedures in large organizations, etc. Make sure to finalize it no later than 3 weeks before the deadline.</p>	<p>D-25 days</p>
<p>Near-final draft – Dedicate about a week for final touches and proofreading. At this point it is fine to share these tasks with the partners, but we recommend restricting any new input from them at this point in time. If you do get new input, make sure that it is important enough and examine it carefully before adding it to the text to avoid any imbalance or incoherence in the overall proposal text.</p>	<p>D-7 days</p>
<p>Final draft and first submission – Do not wait for the last day to submit the proposal. The system is programmed to allow you to</p>	<p>D-3 days</p>

<p>submit multiple versions of the proposal until the deadline, while only the last version submitted is the one that will be accepted. Due to various reasons (system instability, overload on the system due to concurrent submissions, etc.) we highly recommend submitting a first version of the proposal about 3 days before the deadline. Submitting it will ensure that there are no validation errors, which is very important (validity errors will not allow you to submit any version of the proposal). After submitting the first version, you can re-submit newer versions of the proposal, as you go, to ensure that the most updated version is in the system.</p>	
<p>Final submission – Aim at submitting the final version early on the deadline, or on the day before, and go have a rest. You deserve it. Good luck!</p>	<p>Expected Deadline D</p>

⚠️ Fill in the title of your proposal below.

TITLE OF THE PROPOSAL

TIPS Choosing the best Title and Acronym

The title of a project is of ultimate importance, thus make sure to take your time to find the best one. Titles must be **attractive, exciting, catchy** and **easy to remember** at the same time and must convey the a) **meaning**, the b) **area of intervention** and the c) **goals** of the project while being enticing.

It is good practice to select the **final title** together with **all** the partners. Whereas the project proposal is very technical and requires specific skills that not everybody may possess, the title represents everybody's efforts, expectations, and aspirations. Accordingly, all the members should be asked to participate in the process of selecting the title to make sure that they all feel excited by the idea of working towards its development.

Firstly, write down on paper five keywords, which summarize your project. Gather all the partners for a collective brainstorming session. Write down the five words you selected on a board and ask the group at large to work with those words and suggest possible titles. It is important that you set your goal for the meeting as that of coming up with the best three title-proposals within a couple of hours. Set aside an hour to produce a long list of titles and another hour to shortlist the best three. Keep the meeting within the 2 hours proposed to maintain concentration among the group. You can also seek for some help from these sites:

1. <https://acronymify.com/>
2. <https://acronym-generator.com/>

In brief, the best title will: 1) give a general idea of what the project is about 2) make you curious about the project and prompt you to read more and to participate in it 3) not be descriptive, but allusive 4) catch people's attention because of a play of words or a reference to movies, books, **popular culture** etc. 5) be simple and straightforward (avoid overcomplicated titles) 6) be memorable.

Then, do not forget to design a draft **logo**. And do not do it yourself unless you are skilled in graphic design. You can actually claim the related costs on your project (plan it in the proposal!). Remember that people retain visual content more than written content, so make sure you have a logo that stands out.

⚠️ The consortium members are listed in part A of the proposal (application forms). A summary list should also be provided in the table below.

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)		
2		
3		

* Please use the same participant numbering and name as that used in the administrative proposal forms.

INTRODUCTION to the HORIZON EUROPE proposal form: What (Concept); What (Value) and How

We are now starting the core of the project. As a general overview, you can see your project as the union of three conceptual blocks: What (Concept); What (Impact value) and How (Execution). All chapters of the Horizon Europa proposal form can therefore be attributed to these logical blocks, as shown and explained in the proposal summary and in the “read me first” box below.

The What - Concept. What is the Project about?

1. EXCELLENCE.....	18
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1.2 Methodology.....	32

The What - The Impact value. What is the value of the project?

2. IMPACT.....	50
2.1 Project's pathways towards impact.....	54
2.2 Measures to maximise impact - Dissemination, exploitation and communication.....	62
2.3 Summary.....	70

The How - Execution. How to meet the project's objectives

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READ ME FIRST

The inner logic of the Horizon Europe proposal template

The most high-level distinction in the Horizon Europe proposal template makes a clear division between what we can term as “The What” and “The How” of the project.

“The What” is essentially the conceptual presentation of the project proposal. In other words: **What is it that you want to do and achieve with this project? What are the impacts, what is the value?**

“The How” essentially gives very practical information about the actual project structure and its execution. Its role is to tell the reviewers **what the project will contain: tasks, milestones, deliverables, budget, etc.**

Generally speaking, in order to follow the inner logic of this proposal template, you may consider the following questions:

- 1. What great issue is the project addressing?** For Horizon Europe calls, especially for Research and Innovation Actions, a great issue is not a great scientific problem but a **great societal issue**. In the frame of this program, the EU doesn't care about how nice and complex your idea is. The key point is to be sure that your idea has a good chance to solve an important problem.
- 2. Which solution/s will this consortium provide?** The best solution is not only a good technology but a technology that can be realistically exploitable and marketable. You need to show that your research work is driven by this goal. Many researchers want to fund their idea and build an artificial market story, with a weak plan and market study work package implementation. Unfortunately, it is as easy for a reviewer to see this artificial pattern as it is easy for a researcher to see artificial scientific arguments built by a marketer.
- 3. Which competitive advantages does this specific consortium have over others to achieve its goals?** Show how all participants of the projects are perfectly fitted to build the solution as state-of-the-art pioneers. Only a consortium of motivated, complementary, state of the art partners stands a good chance to find solutions to great societal challenges where all the others have failed.
- 4. What are the major steps to follow to achieve the project?** Implementation is important. Give reasonable timing and provide a flexible roadmap considering market signals all along the project.

TIPS

Before you begin, learn about the Grant Review Process: feeding the Reviewer

Once you have chosen the specific grant you are after, you will typically spend a few months compiling your proposal and writing away. During this time, it is important to **make sure you write a proposal that meets the requirements of the reviewers during the review process.**

When writing a project proposal, one should always keep in mind the specific review process and more specifically the reviewers' experience in the process. It is always good practice to structure the text in a logical manner. This helps to convey the messages clearly, concisely, and to maintain the text flow, helping to facilitate a pleasant reading experience. After all, what stands between you and being awarded with the grant you are after, is the review process. **Make sure you**

present the reviewers with exactly what they are looking for, conveying to the reviewers the right message in the right place. This enables them to fully appreciate your excellent project concept during the review process. Before we discuss the best way to convey the message to the reviewers, it is important to understand **several key points about the review process:**

1. The reviewers are not direct extensions of the EC and its point of view

Because of this, reviewers do not directly reflect the mindset of the funding authorities, as many believe. While instructions for evaluation exist, we know that there is an undocumented policy whereas reviewers can evaluate based on their interpretation of the call and requirements.

2. The reviewers are limited in time when reviewing your application

It is reasonable to assume that they have more than one proposal to evaluate on the same day (it may even be 2-6 proposals per day). Generally – their motivation is to complete their proposal review tasks as soon as possible.

3. Reviewers may experience an “emotional feedback” when reviewing your grant proposal

It is important to remember – reviewers are only human. They approach a grant review process with a personal track record, unique experience and past in the field they are required to review. Whether consciously or subconsciously, this can lead them to feel positive or negative emotions towards the applications they are reviewing. Once there, positive emotions can lead them to look for and highlight positive aspects to support an overall positive decision. In contrast, negative emotions will do the opposite, resulting in a negative overall review. Therefore, our motivation is to keep this “emotional feedback” positive, rather than turn it into a negative one. A sharp, crisp concise and well written application can tremendously help!

4. The reviewers have time constraints

Given the time constraints, reviewers may not read everything accurately. It is of paramount importance that you fill in your application form so that they can easily complete their evaluation task and look for answers in specific places in the proposal (which means knowing where to provide information is crucial).

5. During the review process, the reviewers receive a list of predefined questions to answer in an electronic form

They are required to provide a mark per question and a short feedback text. This means they may be satisfied by looking for specific answers to the specific questions in specific places in your application.

Understanding the above constraints during the review process, our goal becomes very clear. We must **make it as easy as possible for the reviewers** to find answers to their questions in the text without spending too much time reading the entire proposal.

TOP TIPS for conveying the right message to the reviewers during the review process:

1. Adhere to the template

The first guideline is to **follow the proposal template** and avoid altering it. Pay attention to the headlines of the various sections and their meanings. Carefully read and follow the template’s instructions. It is imperative to address the various elements of a proposal in the right dedicated places. A typical mistake is to confuse the messages addressing the “What

am I going to do in the project” – the project concept, with “How am I going to do that” – the project implementation. The reviewers are looking for specific information in specific sections – give it to them.

2. Counterintuitive order

The requested structure and order of sections could, in some cases, be counterintuitive. **Follow the requested structure no matter what.** At the same time, make sure you keep a logical framework to the text, despite the constraints that may derive from the template.

3. Get to the point

Another typical mistake is writing a lengthy background and literature review in the opening texts. Although many grant applications and other writing tasks do require this, in Horizon Europe and ERC grants, it is best to **keep the background concise**, to the point and in the appropriate sections. Excessive texts generally do not serve your application well, even more so if they are wrongly positioned in the application document.

4. Pitch your project on one single page

When the reviewer fully understands the project after a 2-minute glimpse at the first page, imagine how grateful they must be! That’s what **pitching** is for.

The best pitches use images, short sentences, clear thinking, funnel structures from big challenges to precise answers. Ideally, the reviewer should know after this first page whether they will give their approval for funding. Reading the entire proposal should then just become a matter of deepening their opinion

5. Avoid “patch work”

It is very important that the project presentation is consistent and coherent. A typical mistake is structuring the project presentation from a collection of inputs and texts from various sources (consortium partners, previous proposals, etc.). The right way is to consolidate all these inputs, by the lead writer(s), only if relevant and in line with the overall message. This ensures a **unified voice** and a smooth flow that is free of repetitions and redundancies.

READ ME FIRST

Award criteria, scores thresholds and weighting

Proposals are evaluated and scored against award criteria set out in the call conditions on the Topic page.

The award criteria, scores, thresholds and weightings depend on each programme and type of action. Globally speaking most programmes evaluate the following quality parameters: project relevance, quality/implementation and impact.

But in practice the labels vary and the parameters are broken down into different aspects and focal points (see call conditions and, for some programmes, the Programme Guides, e.g. Horizon Europe Programme Guide, Erasmus+ Programme Guide). To be considered for funding, your proposal must score above a certain threshold for each individual award criterion, and above an overall threshold for all of them together. Moreover, in order to receive funding, your proposal must be ranked sufficiently to be above the budget-threshold (relative positioning in the list of all proposals, compared to the other proposals).

Evaluation Criteria (RIA and IA)

1. 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, interdisciplinary 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.

2. 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.

3. Quality and Efficiency of 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.

Ranking Criteria

For proposals with the same score within a single budget envelope a method to establish the priority order will be determined, taking into consideration the objectives of the specific topic. In the absence of special arrangements in the specific call conditions, the following priority method will apply:

1. **Addressing aspects of the call** that have not otherwise been covered by more highly ranked proposals.
2. **Scores awarded for 'Excellence'**. When these scores are equal, priority will be based on scores for 'Impact'. In the case of IA, priority will be given to the score for 'Impact', followed by that for 'Excellence'.
3. **Gender balance** among the personnel named in the proposal who will be primarily responsible for carrying out the research and/or innovation activities, and who are included in the researchers table in the proposal.
4. **Geographical diversity**, defined as the number of Member States or Associated Countries represented in the proposal, not receiving funds from projects higher up the ranking list (and if equal in number, then by budget).
5. If a distinction still cannot be made, the panel may decide to further prioritise by considering other factors related to the **objectives of the call**, or to Horizon Europe in general (e.g. enhancing the quality of the project portfolio through synergies between projects or, where relevant and feasible, involving SMEs).

The **WHAT**
Concept
What is
the Project about?

1. Excellence

Excellence – aspects to be taken into account.

- *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, interdisciplinary 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.*

READ ME FIRST

What does the European commission expect you to write in your Excellence section?

The Excellence section in Horizon Europe comes first while reading a project proposal, and this has the purpose that the reader immediately gets an idea whether the author has the required knowledge, skill set and network to carry out the project. It gives an **overarching view over the project's objectives, the state-of-the art and how the project advances beyond it**, and a **brief description of the methodology** (a detailed methodology section with work package description is present in the Implementation section).

When writing the proposal, the evaluators are your target audience! They are the ones who need to be convinced. And you need to do this on the first few pages.

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

1.1 Objectives and ambition [e.g. 4 pages]

- *Briefly describe the objectives of your proposed work. Why are they pertinent to the work programme topic? Are they measurable and verifiable? Are they realistically achievable?*

TIPS

The objectives

1. Start with the context

It is good practice to write an **introductory paragraph** before providing the **objectives**. In this paragraph, explain to the reviewers why they should bother with your project, which problem(s) you are trying to solve, who is facing the problems and why the current solutions, if any, are not addressing the problem properly. Then, your objectives will flow logically because they address directly the challenges you have introduced. Make sure that they fit with the challenges specified in the Work Programme though! Also make sure the challenge you want to address fits with European policy priorities.

2. Question your project idea

➔ What is my vision?

- What do I want to achieve concretely?
- What approach do I choose?
- What do I need to achieve in the project in order to serve the scope and to achieve the expected impact in the long term (see strategic plan)?

To summarize, the guiding question is: What do I want to achieve? What do I need to achieve to enable the expected outcome of the topic? **NOT: What do I want to do?** The objective is not the work plan or a list of work to be done.

3. Define ONE overall objective and then SEVERAL specific objectives

You will define **only one overall objective** that is simply **addressing the challenge** you just described. The overall objective goes beyond the project duration. However, be a little precise about its scope, do not try to solve the whole societal challenge in one project. Then, **define the specific objectives that** will be addressed during the project duration. With your specific objectives, you generally outline the steps to achieve the overall objective, but they are not always sequential. In any case, the specific objectives allow to achieve the overall objective. The most important aspect to remember is that **specific objectives are narrower in scope than the overall objective** and are described in a more precise way (see below). The project objectives in section 1.1 should be conceptual rather than operational or technical!

4. Make your objectives SMART

It is not necessary to write too much text about your objectives, but make sure that for each of them you provide a quick description of how they are SMART, i.e. Specific, Measurable, Achievable, Relevant and Timebound:

- **Specific** means two things: first, that you define clearly what is going to be achieved; second, that it is unique, i.e. not shared with other objectives.
What exactly do you want? Is the goal formulated precisely? Is the goal formulated in a simple and understandable way? Is the goal consistent with expected outcome and scope from the topic text, and expected impact from the destination description and strategic plan (as well as the community's overall goals)?
- **Measurable** means that you will track the successful achievement of your objective with key performance indicators.
How do you know that the goal has been achieved? Can everyone clearly determine the achievement of the goal? Are there key figures or quantifiable parameters for goal achievement? How much of it?
- **Achievable** means that it is possible to attain your objectives.
Come up with attractive and acceptable and realistic goals and describe why by providing evidence (i.e. state of the art, consortium competence etc.) but do not give too much detail here: you will have more space in the concept and methodology sections.
Is the goal within the realm of possibility? Is the goal challenging but not overburdening? What is the price? What is the risk? Remember that if your project is selected, your proposal becomes the grant agreement, which is legally binding so make sure you can deliver what you promise!
- **Relevant** means that the objective addresses the challenge you have defined.
Do you really want to achieve the goal? Is the goal attractive to others as well? In other words, is it relevant to your target groups?

→ **Timebound** means you set a timeline for the achievement of the objective. By when should the goal be achieved? Are intermediate goals also scheduled? What actually happens afterwards?

5. Do not confuse objectives with methodology

One common mistake made in designing objectives is to describe what will be done in the project. This is a misunderstanding of what objectives are. Objectives are meant to be the **achievements of the projects**, its outcomes. The objectives answer the question “what” and not “how”, which is addressed by the methodology/activities.

6. The whole proposal will be linked with your objectives

Starting with defining your objectives is very important because the whole proposal relies on them. The approach/concept of your project and its methodology will allow to achieve these objectives. The expected impacts of your project depend directly on the achievement of your objectives. The work plan, i.e. the work packages will directly detail how you achieve each objective. It is actually advised to define one work package per specific objective. This simplifies the definition of the work package’s objective. The deliverables are the expected results of your objectives.

READ ME FIRST

The project must be pertinent to the Work Programme

Before writing the proposal, it is necessary to carefully read all the related documentation that you will find in the Work Programme of the Cluster that you consider relevant.

There are **three levels** of each call to consider:

- 1) the **TOPIC TEXT**: it is fundamental that the project meets all the expectations of the chosen topic; the precise objectives are described in the scope and expected outcome sections.
- 2) the **DESTINATION** under which the selected topic is published: the introductory text specifies the challenges and the expected impacts, which you should also consider.
- 3) the **STRATEGIC PLAN (2021-2024)**: This first Horizon Europe Strategic Plan defines the strategic orientations for European research and innovation investments over the period 2021-2024 and acts as a compass to stay on course with the Political Priorities of the Commission. The aim is to ensure an effective interface between **EU policy priorities** and programme activities. It is a fundamental guideline to better understand Clusters’ Work Programmes and it also provides key indications for responding to the impact pathways as envisaged in the proposed template.

The Topic Structure

TITLE

- Apply the impact logic and reflect the outcomes covered by the topic.

EXPECTED OUTCOMES

- Brief description of the policy context and intervention logic related to the topic, i.e. the contribution of the expected outcomes of the topic to the impact described at Destination level.
- List of expected outcomes of the topic, precisely if projects should address all or some of the outcomes.

SCOPE

- Describes the area of R&I that needs to be tackled if the expected outcomes are to be successfully addressed.

The Destination Structure

TITLE

- Short and meaningful, communicating the essence of the expected impact and policy direction.

INTRODUCTORY NARRATIVE

- Sets the scene, describes briefly the challenge, includes the overall rationale for the choice of the topics.

EXPECTED IMPACTS

- "Proposal for topics under this destination should set out a credible pathway to contributing to (Title of destination), and more specifically (to one or several of/all) the following impacts..."
- List of expected impacts.
- Primary impact of each destination corresponds to one of the expected impacts identified in the relevant Cluster-specific annex of the Strategic Plan.

LINK TO IMPACT AREAS

- A final paragraph makes the link with impact areas set out in the draft Strategic Plan.

GET INSPIRED

Are your Objectives fitting with the ones of the Topic? ONE PAGE PROPOSAL Exercise: IDEAL vs. YOURS

Intro: When building the project, you might need to build the 'canvas' of the ideal project. This is quite easy, and it can help you to gain confidence with the Topic text. You will need to rebuild the order of the paragraphs in the text of the Topic in the Work Programme so that you can see how much YOUR Proposal overlaps with the IDEAL proposal.

Follow these steps:

- a) Download the Work Programme of the Cluster that you are interested in from the Funding & Tender opportunities Portal (<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>)
- b) Choose the Topic you wish to address.
- c) **Highlight the text** with the following colours:
 - GREEN:** Needs and challenges that need addressing - *these are all those phrases that are referred to policies, strategies, framework documents.*
 - BLUE:** Objectives to be achieved - *these are the main objectives that you will gather from the policies, strategies and framework documents.*
 - LILAC:** Activities to be carried out (work plan and methodology/ies) - *these are the funder's desired activities.*
 - RED:** Target Groups and Stakeholders - *these are those that have been identified by the call so you shouldn't miss them!*

You will create something like the figure below:

The screenshot shows the 'Horizon Europe - Work Programme 2021-2022' for the topic 'Transition to healthy and sustainable dietary behaviour'. The text is annotated with color-coded highlights: green for needs and challenges, blue for objectives, lilac for activities, and red for target groups and stakeholders.

Specific conditions: The Commission estimates that an EU contribution of around EUR 12.00 million would allow these activities to be addressed appropriately. Nevertheless, this does not preclude submission and selection of a proposal requesting different amounts.

Adoptive budget: The total indicative budget for the topic is EUR 12.00 million.

Research and Innovation Actions: The conditions are described in General Annex B. The following exceptions apply: The following additional eligibility criteria apply: **The proposals must be interdisciplinary** (as definition of the multi-sector approach in the introduction to this work programme part).

Expected Outcome: In line with the European Green Deal objectives, the aim is to find strategies for a **food system that is healthy and sustainable**. The EU's Climate Ambition for 2030 and 2050, the successor proposal will support R&I to facilitate the transition towards **healthy and sustainable dietary behaviour**. It will contribute to the transformation of food systems to deliver co-benefits for climate (mitigation and adaptation), biodiversity, environmental sustainability and circularity, dietary shift, sustainable healthy nutrition and safe food, food poverty reduction and empowerment of communities and farmers, etc.

The main objective of this topic is to understand better, and measure, factors influencing dietary behaviour. It also seeks to support the development of innovative, effective tools and strategies to facilitate the transition towards healthy and sustainable dietary behaviour and self-management of dietary habits.

Project results are expected to contribute to all of the following outcomes:

- improved knowledge and understanding of the factors influencing the dietary behaviour of different **target groups** (in particular **vulnerable groups**, **future farmers**, including barriers and constraints);
- identification of effective means whereby each **food system actor** can foster behavioural change;
- enabling **communities** to make informed food choices;

Where relevant, activities should build and expand on the results of past and ongoing research projects, and build from existing, EU and international competent bodies. Where possible, projects under this topic (and under the topic **RESEARCH AND INNOVATION FOR THE CLIMATE) should be strongly encouraged to participate in **Centres of Excellence** throughout the life cycle.**

Quality Advice Mechanism: Open to Chief Scientific Advisors, Teams in 101 Sustainable Food, Health, Nutrition and Food Security.

- d) Now, merge the information and fill the following table with the gathered info.
- e) Finally, check how much your proposal and the Ideal one overlap! Now you are also able to fine tune your project and add WPs and Tasks in order to address the highest number of suggested activities.

Topic: HORIZON-CL6-2021-FARM2FORK-01-15: Transition to healthy and sustainable dietary behavior - page 178 of Cluster 6 Work Programme.

The IDEAL proposal		YOUR Proposal <i>(example)</i>	Overlap (Yes/No)
A	Long term effect: Fair, healthy and environment-friendly food systems from primary production to consumption → this is the title of the Destination	<i>Fair, healthy and environment-friendly food systems from primary production to consumption</i>	YES
B	Short term effect: Transition to healthy and sustainable dietary behavior → this is the title of the Topic	<i>Transition to healthy and sustainable dietary behavior</i>	YES
C	“The proposals must use the multi-actor approach , (vulnerable groups, each food system actor, consumers, individuals, competent bodies, children, governmental and public authorities, healthcare providers, education systems from schools to universities, (local) producers, the food industry, retailers, hospitality and food services, non-governmental consumers and patients’ organizations, the general public, policymakers and the media).” (...) “Collected data should be broken down by gender and age.” (...) “Past and ongoing research projects’ partnerships, and national, EU and international competent bodies.” (...)	<i>Governmental and public authorities (3). Healthcare providers/hospitals (3). Education systems from schools (3) to universities (3). Patient organizations (2). The general public, policymakers and the media. Relevant project partnerships (that already saw UNIFI as partners) will be reached as well for building synergies (2).</i>	NOT AT ALL <i>(the Multi-actor approach must be explicitly specified)</i>

D	<ul style="list-style-type: none"> – European Green Deal priorities – Farm to fork strategy for a fair, healthy and environment-friendly food system – EU’s climate ambition for 2030 and 2050 – EAT-Lancet Commission reports – Scientific Advice Mechanism, Group of Chief Scientific Advisors: Towards an EU Sustainable Food System, Scientific Opinion n°8 (March 2020) – National, EU and international competent bodies reports on Non-communicable diseases (NCDs) such as cardiovascular diseases (CVDs), cancer, obesity, chronic respiratory diseases and diabetes – National, EU and international competent bodies reports on food habits 	<p><i>The project will address the needs and challenges expressed in the European Green Deal priorities such as: to improve the health and well-being of people by transforming our economic model. Our plan sets out how to cut emissions, restore the health of our natural environment, protect our wildlife, create new economic opportunities, and improve the quality of life of our citizens.</i></p>	<p>NOT AT ALL <i>(too generic, the local and national level is missing). All the mentioned documents must be carefully read.</i></p>
E	<p>The main objective of this topic is to:</p> <ul style="list-style-type: none"> a) understand better, and measure, factors influencing dietary behavior; b) to support the development of innovative, effective tools and strategies to facilitate the transition towards healthy and sustainable dietary behavior and self-management of dietary habits. 	<p><i>The main 2 objectives of the proposal: 1) understand and measure the dietary behaviors in France, Spain and Italy; 2) Three innovative strategies will be set up to facilitate the transition towards healthy and sustainable dietary behavior.</i></p>	<p>YES</p>
F	<p>Map and monitor dietary patterns at national/regional/rural/(sub)urban levels relevant to different genders, socio-economic and cultural groups, including the most vulnerable to provide a snapshot of the situation across Europe.</p>	<p><i>WP1 - State of the art of dietary patterns in three EU Countries (Italy, France, Spain) and 6 regions</i></p>	<p>NOT AT ALL <i>(there are no tasks detailing the levels related to gender, socio-economic and cultural groups)</i></p>

	Identify, involve and analyze different population groups, in particular the most vulnerable, and the health and environment impact of their choices, in order potentially to enable them to benefit from the outcome of the project.	<i>WP2 - Identification of Population Groups Task 2.1 Multi Actor Approach Task 2.2 Food System Actors</i>	YES
	Understand and measure the impacts of the factors and incentives influencing individual and collective dietary choice and behavior across Europe.	<i>Missing</i>	NO
	Improve our understanding of the barriers and Enabling factors affecting food system actors' efforts to improve food environments and to produce, process, promote and provide healthier and environmentally, socially and economically sustainable food products, processes, services to respond to citizens' needs/demands.	<i>WP2 - Identification of Population Groups Task 2.1 Multi Actor Approach Task 2.2 Food System Actors</i>	YES
	For specific groups, develop innovative actions/approaches/interventions for different countries, region, urban and rural areas that policymakers could use to facilitate the transition towards healthy and sustainable dietary behavior and lifestyle, and evaluate the effective impact if those would be implemented.	<i>WP4 Concrete Actions to facilitate the transition towards healthy and sustainable dietary behavior and lifestyle. Task 4.1 New and old sustainable crops (cereals and fruits) Task 4.2 New and Traditional Recipes</i>	YES
F	Develop innovative and effective tools to improve education, communication, engagement and training on sustainable healthy nutrition and diets, and on sustainable food systems, adapted to different population groups in respect of cultures, needs and gender at different levels (e.g. public authorities, health care providers, education systems). The tools should be available to the responsible national authorities, to support their efforts on health promotion, disease prevention and care.	<i>WP5 Communication, Dissemination and Engagement Task 5.1 CDE Plan Task 5.2 International Congresses and Scientific Articles Task 5.3 Science Festivals and Communication for large public</i>	YES
	Develop science-based tools for translating the	<i>WP6 Policy Tools</i>	YES

scientific evidence base into easy-to understand food-based dietary guidelines by national competent authorities that take account of local, seasonal, cultural, social, ethical, health and environmental factors and help consumers to make informed, responsible and easy choices.	<i>Task 6.1 Dietary Guidelines and Policy briefs</i>	
Fill knowledge gaps and update the scientific evidence base to provide support for national authorities developing dietary guidelines for specific population groups (using the basis provided by national, EU and international competent bodies).	<i>WP6 Policy Tools Task 6.1 Dietary Guidelines and Policy briefs</i>	YES
Provide recommendations for policymakers, underpinned by scientific evidence, to facilitate the transition towards healthy personalized management and sustainable dietary behavior and lifestyle.	<i>WP6 Policy Tools Task 6.1 Dietary Guidelines and Policy briefs</i>	YES
Provide evidence-based cost-benefit analysis of the proposed measure(s).	<i>WP6 Policy Tools Task 6.1 Dietary Guidelines and Policy briefs</i>	YES

- *Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models. Where relevant, illustrate the advance by referring to products and services already available on the market. Refer to any patent or publication search carried out.*

READ ME FIRST Innovation and State of the Art

Is my project innovative?

Innovation is the transformation of new ideas into new scientific research, new concepts and methodologies, new products or services or their improvement. **Innovation is linked to invention, but it is not the same thing:** our project to be an "innovation" must have a significant impact in improving people's lives, scientific research, and economic issues. Consequently, not all inventions could generate innovations. Innovation could be:

- **Scientific innovation.** It represents an advancement of knowledge, contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments or even the opening of new lines of scientific research aimed at improving people's lives, environment, economy, etc.
- **Technical innovation.** It could concern:
 - product innovation: creation of completely new or improved products;

- process innovation: discoveries of new approaches, methodologies (e.g. production processes aimed at improving the effectiveness or efficiency of production systems);
- service innovation or business model.

→ **Social Innovation.** Creative uses of existing knowledge and technologies as well as inventiveness in the non-technical and social spheres. It can combine new technological capabilities with new organizational or social practices.

The contribution of the humanities is important for both scientific and technological innovations. It is in fact necessary to foresee how new technological and scientific innovations can transform society over time and therefore it is important to anticipate / understand their implications before it is too late, in order to guide technological and scientific innovation.

The possible models of innovation can be traced back to the following three categories:

- **Radical innovations**(breakthrough). These innovations lead to the definition of new concepts, new research areas, new products, processes, services or the opening of completely new and different market segments from the existing ones, satisfying the new needs of end users. Radical innovation represents a break with existing knowledge, products, processes and methodologies.
- **Incremental Innovations** (sustaining). These innovations represent a continuous innovation which can be achieved by enhancing scientific knowledge, introducing improvements to existing products, processes and services and extending the range of the target beneficiaries of the innovation.
- **Disruptive Innovations.** Disruptive innovations define new rules, new values for the customer. These innovations represent a change of paradigm, opening new markets that could completely destroy the existing ones. In general, an innovation to be disruptive must also concern everyone, it must simplify people's lives, save money, make services previously inaccessible accessible to all. Furthermore, disruptive innovations are those that enter people's daily lives in a very short time.

TIPS

Innovation and State of the Art

Innovation Writing

To write this section of your proposal, you can orient yourself with the following questions:

1. What is **new**, revolutionary or a breakthrough?
2. Where does it particularly **advance** current scientific knowledge and methodology? What is the advance over the standards, research progress, solutions or products that already exist? (Keyword USP: unique selling position).
3. What is particularly **challenging** (e.g. technological, organizational)?
4. What are the **advantages** of your innovation?

Also consider this from the perspective of the user (user, customer, patient):

- What are the benefits to the user?
- Is your solution easier to use, perhaps more practical, more fit for purpose?
- Does it solve a previously unsolved problem?
- Is your solution more cost-effective?
- Is your solution more durable? More degradable? More sustainably produced?

→ Who else can benefit (directly or indirectly) from your solution, e.g. politicians, certain social groups, research/standardization?

5. Do you have **freedom to operate**? Can you start immediately or are there any restrictions?

Does my project go beyond the State of the Art?

Another aspect of this section in the proposal is the **positioning of your project in the value chain**.

The following questions should be answered:

1. **Where** are we now, what is the state of the art?
2. How **mature** is your idea? More basic research? More application-oriented research? More validation, prototyping or demonstration?
3. How **far** will you get in the project? (use Technological Readiness Level (TRL, see box below for details) only if it is explicitly mentioned in the topic text).

After answering the questions above, it is therefore necessary to analyze existing similar projects / methodologies / concepts, explaining why the project exceeds (is better) the state of the art. The point is: **EXISTING PROJECTS WILL NOT BE FUNDED TWICE**

We suggest you should look for projects in progress or in some way related to your project:

- within the partnership
- in UNIFI's internal database ([Anagrafe della Ricerca](#))
- in the Cordis EU platform (<https://cordis.europa.eu/projects/en>)
- in other relevant EU databases
(e.g. LIFE <https://webgate.ec.europa.eu/life/publicWebsite/index.cfm>,
Erasmus + https://ec.europa.eu/programmes/erasmus-plus/projects_en)

If applicable, the description of the **state-of-the-art** should include not only a review of the scientific literature, but also an analysis of the patent databases when relevant. The results of patent searches should be mentioned in the proposal where its innovation potential is described. Patent searches can be carried out using **Espacenet** (<https://worldwide.espacenet.com/>), Google Patents (<https://patents.google.com/>), but it is equally advisable to ask for assistance, for example, from the National Patent Offices, PATLIB centers or private patent consultants.

IN-DEPTH

Innovation Management in IAs: not only creating, you must bring it OUTSIDE!

What is innovation management?

Innovation management can be described as a **structured and regularly practiced way of running organizational activities** contributing to its innovativeness capacity and performance. It impacts both the organizational model of the project and its practices.



What is included in innovation management?

The innovation management policies of your project should consider the following activities:

- New ideas generation and management (IDEATE)
- Development of new projects (DEFINE and DEVELOP)
- Testing under specific external conditions (TEST)

- ➔ Protection and exploitation of project's results (LAUNCH)
- ➔ Market introduction strategy / business planning (MARKET)

For new ideas generation and management, you can plan some brainstorming sessions as well as tools to collect ideas and nurture them. You can also plan technology and market reviews including patent searches to feed the idea funnel with inspiration or keep the consortium aware of the latest developments in your environment.

The development of new projects should be based on the outcomes of your current project or through the results of the technology / patent / market searches. For this as well you can plan some specific sessions to discuss project ideas.

The protection and exploitation of the project's results should be defined as precisely as possible in the proposal but above all in the consortium agreement. There should be no room for hesitation or confusion regarding intellectual property rights.

Finally, it is good practice to already have an exploitation strategy at the proposal stage to deal with the market introduction. Of course, innovation actions need it more than research and innovation actions but, in any case, it is good to have a draft go-to-market strategy in your proposal.

In all cases, plan some time and resources to run all these activities.

Who should be responsible for innovation management?

Although everyone in the project should take part, it is good practice to **appoint to one person the role of exploitation and innovation management**. This person would serve as a facilitator of discussion and decision-making regarding all innovation-related issues, especially intellectual property rights.

What about the contribution of external actors?

Your project may have some open access or open source parts in it, therefore you would need to involve external actors in the innovation process. That for, you can plan some workshops, hackathons or user studies to either generate new product ideas from your developed technology (co-development) or to collect user insights.

You can also include some end-users in your advisory board, who would have the role to provide the consortium with a vision of how your technology can solve their problems.

Finally, do not forget that your communication plan can work in synergy with your innovation strategy by promoting your project's results to targeted audiences and possibly generating some interest or even leads for your technology.

GET INSPIRED **Innovation Management**

Project XXX will go beyond the state-of-the-art because [.....] and the extent the proposed work is ambitious because [...].

	Project XXX	State of the art	Patent Publication
<i>Exceptional ground-breaking R&I</i>			
<i>Novel concepts and approaches:</i>			

New products			
Services or business and organizational models			

An Innovation and Exploitation Manager will be hired for this task; his/her responsibilities will be:

- Establishment of processes to maximize exploitation of the results by partners.
- Responsible for the identification of XXX project innovations.
- Responsible for taking together with the Executive Board necessary actions to ensure favorable conditions for innovation and for the effective exploitation of innovations during and after the end of the project.

Innovation Management Strategy (IMS)

As per the definition of innovation management adopted in XXX Project, innovation management will include processes and structures for monitoring and controlling innovation within the XXX project.

Innovation management includes **processes** and **structures**, in order to manage and control activities that, starting from end users' needs, aim to continuously identify and check new ideas with the final objective of developing new products or services which can satisfy these needs.

The activities of the Innovation management strategy within XXX Project will include the following processes:

- a) Identification and dynamic management of the innovation management approach.
- b) Understanding of the landscape, including market, key stakeholders, trends, technologies, needs and opportunities (feedback from workshops, hackathons or user studies).
- c) Continuous monitoring of the landscape.
- d) Assessment of the innovation potential of research results.
- e) Liaise with project management and take corrective measures if needed, to ensure that market needs are best met.

The IMS will be implemented through activities, which are planned in a way that allows their execution in iterations, so as to allow being continuously in line with ongoing evolution at market, technological and non-technological level. The IMS will be released as a specific deliverable of WP1 Management- of at least 20 pages - and will include the following sections:

An Executive Summary will be provided at the beginning of the deliverable.

Section 1 will provide a foreword on innovation and innovation management, by defining the terms to maintain a common understanding throughout the project lifetime. It will list the contacts and names of the involved partners and or other actors/stakeholders.

Section 2 will introduce innovation management within the context of the XXX project and its necessity

Section 3 will present the **Innovation Strategy plan**, including the approach for innovation management adopted in the XXX project, an assessment of the related policies and research projects' landscape in Europe, the Key Innovation Elements defined in XXX project and a list of the deliverables of XXX project with a high innovation potential i.e. any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organizational models.

Section 4 will present the framework for the assessment of innovation throughout the lifetime of the XXX project.

Section 5 will establish the internal rules for protecting IP (Patent application, Utility model application, Publication (journals, conferences etc.), Industrial secret, industrial design, Copyright, Trade mark, Confidential information). The choice of which relevant option to use to protect an idea will be done after evaluating each presented innovation.

References and Annexes will be included at the end of this Deliverable.

For more details and a TOP example of the right Innovation Management Plan please have a look at this one: <https://c-mobile-project.eu/library/>

- Describe where the proposed work is positioned in terms of R&I maturity (i.e. where it is situated in the spectrum from 'idea to application', or from 'lab to market'). Where applicable, provide an indication of the Technology Readiness Level, if possible, distinguishing the start and by the end of the project.

 Please bear in mind that advances beyond the state of the art must be interpreted in the light of the positioning of the project. Expectations will not be the same for RIAs at lower TRL, compared with Innovation Actions at high TRLs.

READ ME FIRST

What are Technology readiness levels (TRLs)?

TRLs measure the **maturity level of a technology**. Originally developed by NASA in the 70s for space related technologies, the readiness level definitions have been later drawn on by different entities for their own purposes. Among them, the European Commission normalized the definitions allowing the application to multiple sectors. TRLs are based on a scale from 1 to 9, with 9 being the most mature technology.

Pay attention to the **specific condition** of each topic! Activities could be expected to achieve a specific TRL level by the end of the project!

Technology readiness levels definitions

TRL 1	basic principles observed
TRL 2	technology concept formulated
TRL 3	experimental proof of concept
TRL 4	technology validated in lab
TRL 5	technology validated in relevant environment (industrially relevant environment in the case of key enabling technologies)
TRL 6	technology demonstrated in relevant environment (industrially relevant environment in the case of key enabling technologies)
TRL 7	system prototype demonstration in operational environment
TRL 8	system complete and qualified
TRL 9	actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space)

1.2 Methodology [e.g. 15 pages]

- Describe and explain the overall methodology, including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any important challenges you may have identified in the chosen methodology and how you intend to overcome them. [e.g. 10 pages]

⚠ This section should be presented as a narrative. The detailed tasks and work packages are described below under 'Implementation'.

⚠ Where relevant, include how the project methodology complies with the 'do no significant harm' principle as per Article 17 of [Regulation \(EU\) No 2020/852](#) on the establishment of a framework to facilitate sustainable investment (i.e. the so-called 'EU Taxonomy Regulation'). This means that the methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation.

READ ME FIRST Concept and Methodology

Concept and methodology are two different things: although both the concept and the methodology answer the question of how you are going to reach your project's **objectives**, they are two different yet complementary things. The methodology derives from the concept, so you have to **start with the concept description first**.

THE CONCEPT aka the hypothesis

The **concept** is more abstract than the methodology. It is the general **approach** to how you will solve the challenge addressed by your project. The concept includes the hypotheses that will be tested in your project and the assumptions about its expected results. They have to be based on a state of the art so show here that your concept is based on existing knowledge. However, **this is also where you must prove the innovativeness of your approach**.

The guiding question for your **CONCEPT** will be:

What is the big idea behind the proposal?

To describe the big idea behind your proposal, the following aspects are important:

- ➔ Where are we now, what is the state of the art?
- ➔ Where are the gaps and needs, i.e. what are the problems? What problem do you want to contribute to solving?
- ➔ Why is this relevant? Why is it relevant for Europe?
- ➔ Are there any new findings that enable a new approach (own or others' previous work)?
- ➔ What basic considerations, hypotheses, assumptions and models are the basis of the new approach?

The METHODOLOGY

Section 1.2 is indeed one of the most important sections in the proposal. It links the project objectives to the full project presentation, and serves as the portal to "The How": it is perfectly fine to make an initial reference to the work plan here, but keep the fine details of "The How" for later.

The guiding question for your METHODOLOGY will be:

How do you get from the big idea (concept) to your results, how do you achieve the targeted objectives?

GET INSPIRED Methodology

Disclaimer: this is a selected paragraph of a project on smart mobility (Cluster 5: Climate, Energy and Mobility). It is very complete and shows the **methodology** as the **last step of a strong strategic plan**: it shows how to organize your work and clearly defines the six main levels | elements of the proposal: vision, challenges, concepts, objectives, approach, and methodology. You can consider this paragraph as a draft/inspiration - do not just copy and paste for your missing paragraphs!

The vision

The project's vision foresees a European road network which is safer, more efficient, more sustainable and economically viable while minimizing environmental impacts.

The challenges

Over the past few years, there has been a tremendous amount of progress in the field of cooperative intelligent transport systems (C-ITS).

Several C-ITS projects (such as FREILOT, eCoMove, Compass4D, CO-GISTICS, CONVERGE) have demonstrated the potential benefits of large-scale deployment.

However most of these C-ITS applications have been designed with different objectives in mind, and developed and deployed independently from each other. While these projects have been instrumental in the development and early, limited-scale deployment of C-ITS, they lack a common overall system architecture. This is the challenge the project aims to solve.

The concepts

Our project will demonstrate C-ITS solutions in large-scale in urban and extra-urban environments by providing C-ITS services and service bundles to several end-user's groups, including vulnerable road users (VRUs), across various transport modes.

It will address real-life mobility issues and develop business cases based on sustainability criteria. This will be achieved by opening up existing ITS-enabled cities via a hybrid communication architecture (i.e. integrating current C-ITS technology with cellular technology) and by providing C-ITS services and applications in a seamless, uninterrupted cross-modal and cross-border way.

The Project architecture will:

- *Solve the common challenges of secure, private and reliable communication for C-ITS*
- *Provide a standardized mechanism for large-scale service delivery of C-ITS applications*
- *Ensure compatibility between existing pilot sites and serve as baseline for uptake in new locations*

However, technology alone is not sufficient to ensure sustainable deployment of C-ITS. Therefore, the Project will work with stakeholder partnerships to create sustainable operations, such as road operators (e.g. public authorities, highway agencies), service providers (e.g. public transport operators) and representatives for users (including VRUs) in order to establish a functioning in and around engaged community around every pilot site.

Objectives

To realize this vision and deal with the challenge, the following objectives have been set:

1. *Define a C-ITS framework*
2. *Define 'interoperable service' concept*
3. *Define a Strategic Agenda*
4. *Develop and demonstrate large-scale deployment*

5. Demonstrate added value of C-ITS solutions

Approach

The Project will lead the acceleration of the large-scale deployment of C-ITS on a step-by-step basis and taking business and technical interests into account. The deployment strategy contains the following steps:

- 1. C-MobILE applications for specific use cases are selected*
- 2. Business models of service delivery concepts are identified*
- 3. End-user C-ITS applications are deployed in a bundling framework at multiple pilot sites*
- 4. Deployment at the pilot sites is monitored, with results used to make an EU-wide C-ITS deployment acceleration strategy*
- 5. Software development methodologies published and software quality systems applied for other C-ITS actors to use*

Methodology

The project is structured on the base of a workflow of activities strictly connected and organized in (specify the total number of WPs) thematic work packages, plus one WP for the project management (WP1) and one for impact assessment and evaluation (specify which WP) to be developed by the partner (...), all over the entire project life. Among the WPs activities there are close interrelations, and the same happens among partners of the consortium. In fact, (...)

The project uses state of the art communication, road-side architecture, and service delivery technologies to define an interoperable architecture. Within this architecture, a series of C-ITS applications are demonstrated and tested across Europe in eight pilot cities and regions and for specific use cases.

The results collected by these pilots are reviewed, with technical aspects and user/societal impacts in mind, allowing for the deployment process and the best practice for establishing sustainable services to be defined.

The final result i.e. the C-ITS deployment is achieved at the C-Mobile pilot sites.

Deployment guidelines are developed so other cities and regions can successfully deploy C-ITS services.

Attention! Only if the type of action is a RIA: *the theoretical research activities will be organized in different tasks where each partner involved will contribute to the general result with their different expertise and discipline perspectives. The methodology to be used will be both: a) quantitative and b) qualitative (literature survey, mapping of exemplary cases, selection of best policies, selection of indicators, impact assessment, interviews with stakeholders, organization of seminars, etc.) and will provide to (...)*

- Describe any national or international research and innovation activities whose results will feed into the project, and how that link will be established; [e.g. 1 pages]*

TIPS

National/international research and innovation activities

How well are you connected in the research community?

You should describe which partners or contacts you have relevant to the project, whether results from previous projects are already available, and how you can access them.

IMPORTANT: Use synergies, especially with public funds! Use the knowledge that has already been generated! Do not reinvent the wheel. Synergy is a magic word, don't spare to use it in your

proposal.

The following questions will help write this section:

- What projects on this research topic already exist? (From other institutions and your own, national, EU-wide and international).
- Do you have contacts to these initiatives (e.g. through partners in the project)? How are you “rooted” in the scene?
- Do you have access to the results and can/do you use these results? Do synergies arise?

Mapping all relevant and or similar projects

You probably have a very GOOD idea, but maybe you are not the first one that had it. And a simple search in the published literature may not be enough. On top of this, mapping and linking with all relevant and/or similar projects can bring some new ideas and hints for synergies for your proposal!

We suggest you should look for projects in progress or in some way related to your project:

- within the partnership
- in UNIFI's internal database ([Anagrafe della Ricerca](#))
- in the Cordis EU platform (<https://cordis.europa.eu/projects/en>)
- in other relevant EU databases (e.g. LIFE <https://webgate.ec.europa.eu/life/publicWebsite/index.cfm>, Erasmus + https://ec.europa.eu/programmes/erasmus-plus/projects_en)

Please see Annex 2 for a simple table showing how to collect these data.

Synergies! Synergies! Synergies!

Synergies mean **joint or coordinated efforts to achieve greater impact** and efficiency! Synergies can be achieved through: bringing together Horizon 2020, Horizon Europe and other funding in the same project (that could be a single action or a group of coordinated actions/operations, but always **provided that there is no double funding of the same expenditure item**) in view of achieving greater impact and efficiency; successive projects that build on each other or; parallel projects that complement each other. Projects could also be designed and implemented to take up high quality project proposals from Horizon 2020/Horizon Europe or other centrally managed programmes, for which there is not enough budget available in the respective programmes.

- . *Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives. If you consider that an interdisciplinary approach is unnecessary in the context of the proposed work, please provide a justification. [e.g. 1/2 page]*

READ ME FIRST Interdisciplinarity and so on

In Horizon Europe, interdisciplinarity means the **integration of information, data, techniques, tools, perspectives, concepts or theories from two or more disciplines.**

A project may also need to integrate knowledge from stakeholders beyond academic disciplines, for example, from farmers, patient groups or consumer organizations. That's why we suggest you keep in mind the **“4 I's rule”** for your proposal, that is to say **INNOVATION, INTERDISCIPLINARY, INTERNATIONAL, INTERSECTORAL.**

The EU is really looking for “TRANS” projects. Your project needs to clearly go **beyond the state-of-the-art**, gathering partners from **different fields and countries** to achieve your goals. Follow the call description, and remember: **wording DOES matter**. If you create an artificial “innovative, international, intersectoral, interdisciplinary” consortium, solely to fit the grant guidelines, you will fail.

There’s a purpose to each of these requirements for the EU:

Innovation

For description and tips related to the Innovation requirement, see boxes above (*READ ME FIRST. Innovation and State of the Art* and *TIPS. Innovation and State of the Art*).

Interdisciplinary

Putting physicists next to biologists in your RIA proposal doesn’t count! The EU wants interdisciplinary consortiums for a reason: if it was that easy to set up, many great issues would already be solved. Complex technologies require the different expertise of many people. The UE wants **interdisciplinary consortiums with the best experts from all required fields**, because it increases the chances to **find the right technological solution**.

International

Here too, the goal is not just to put foreigners next to one another. For Horizon Europe projects, it is the consequence of a scientific reality: **the best partners are geographically distant**. To create the best consortium, you need to gather the best partners from all over Europe. Don’t even think about integrating a small lab from another country just to sound international. **Be international because you need to gather the best consortium members**.

Intersectoral

The EU wants RIA consortiums with both industrials and academics for **4 reasons**:

1. To integrate a partner willing to **valorize the project outputs**, typically SME profiles with motivated entrepreneurs;
2. Companies can be the end users of your technology, typically big companies if you target a big market, as we hope you will! It is always good to have a potentially highly interested end user inside your consortium, to **reorient the R&D** if needed, and eventually to **valorize your solution**;
3. Let’s be honest: companies might not be the best for fundamental research, but their processes are very **efficient for engineering**, which can **boost your research**;
4. **Companies can take care of the industrialization and valorization of your technologies** and those things have to be planned for **from the beginning of the R&D process**.

The most **important questions** here are:

1. Which disciplines are relevant, whom do you need to involve for the solution?
2. Do (non-academic) stakeholders need to be involved? Put a focus on end-users (farmers, consumers, policy makers, industry, society represented by interest groups, patients represented by patient associations, etc.).

IN-DEPTH The Multi-Actor approach

Please keep in mind that Interdisciplinarity is **strongly intertwined** with the multi-actor approach (MAA).

MAA is a **form of responsible research and innovation** aimed to make the R&I process and its outcomes more demand-driven, reliable and relevant to society. This is **more** than just widely disseminating the results of a project, or listening to the views of a stakeholder board.

A multi-actor project should ensure **genuine** and sufficient **involvement** of a targeted diversity of actors depending on the context of the topic. Relevant key actors to participate will depend on the objective of the proposal. They are essentially the (end-) users of the project results completed with some useful intermediaries who can bring in further useful knowledge. For example, a proposal in the agricultural sector could involve: farmers / farmers' groups, foresters / foresters' groups, fishermen / fishermen's groups, advisors, food processors, businesses, consumer associations, local communities, citizens, civil society organizations including NGOs etc. The genuine and sufficient involvement of such actors should take place **all along the project**: from participation in the planning of the project and experiments, to implementation, the dissemination of results and a possible demonstration phase. **Building blocks for the project proposal** are expected to come from science as well as from **practice** and from intermediaries ("co-creation"): end-users and practitioners are to be involved not as a study-object, but with a view to using their local knowledge and/or entrepreneurial skills for developing solutions and creating "co-ownership" of results, which speeds up the acceptance and take-up of new ideas.

The multi-actor approach (MAA) is particularly relevant in Cluster 6, where it represents an eligibility criterion and counting for evaluation under Excellence. **Around half of Cluster 6 projects calls in 2021/22 are multi-actor** for more impact of the budget invested in research and innovation, ensuring that the outcomes are relevant to society.

What characterizes a multi-actor approach?

- Real participation of **various stakeholders** along the entire value chain (industry, end users) – Keyword: demand-driven research and innovation
- Clear commitment of **non-research actors**
- Knowledge exchange is important (scientific and practical knowledge)
- All stakeholders, including consumers, are **involved in all phases of the project** (not necessarily as partners), i.e. from planning to implementation, realization and exploitation
- Involvement of stakeholder representatives in dissemination activities.
- Coordination of expert networks requires management resources.

Please note that there is a **huge** difference in the definition of the MAA according to the **Cluster** or the **Topic**. Bear in mind that especially in Cluster 6 it is a specific and **compulsory** requirement.

- *For topics where the work programme indicates the need for the integration of social sciences and humanities, show the role of these disciplines in the project or provide a justification if you consider that these disciplines are not relevant to your proposed project. [e.g. 1/2 page]*

READ ME FIRST

Integration of Social Sciences and Humanities (SSH)

The effective integration of social sciences and humanities (SSH) in all clusters, missions and partnerships, is a principle through the Horizon Europe programme cycle, being a key constituent of research and innovation. As a **cross-cutting issue** of broad relevance, SSH research contribution should always be considered.

Embedding SSH research aspects into a proposal is useful to **maximize the returns to society** from investment in science and technology. Embedding means that SSH can make their contribution where they are most needed; integrating the socio-economic dimension into the design, development and implementation of research itself, and of new technologies can help find solutions to societal issues.

Pay attention to the description (expected outcomes and scope) of each topic!

Project could be **explicitly required** to demonstrate a multidisciplinary and interdisciplinary approach, an **effective contribution of SSH disciplines** and the involvement of SSH experts, institutions as well as the inclusion of relevant SSH expertise, in order to produce meaningful and significant effects **enhancing the societal impact** of the related research activities.

Social innovations should also be considered, notably as new tools, ideas and methods leading to active citizen engagement and as drivers of social change, social ownership and new social practices. In particular, social innovation is recommended when the solution is at the socio-technical interface and requires social change, new social practices, social ownership or market uptake.

- *Describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project's research and innovation content [e.g. 1 page]. If you do not consider such a gender dimension to be relevant in your project, please provide a justification.*

 *Note: This section is mandatory except for topics which have been identified in the work programme as not requiring the integration of the gender dimension into R&I content.*

 *Remember that this question relates to the content of the planned research and innovation activities, and **not** to **gender balance** in the teams in charge of carrying out the project.*

-  *Sex and gender analysis refers to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to https://ec.europa.eu/info/news/gendered-innovations-2-2020-nov-24_en*

READ ME FIRST

Gender dimension

Let's start with a quick review of the core terms and concepts: actually, the terms "sex" and "gender" are **both** used when describing the production of **gender statistics** because, of course, they are closely linked concepts.

Nevertheless, it is important to have a clear understanding of how “sex” and “gender” **differ** because these terms are often **confused**, even by producers and users of statistics.

Sex	Classification of people as female or male based on biological differences that are fixed and unchangeable.
Gender	Socially constructed differences in attributes and opportunities associated with being female or male and the social interactions and relationships between women and men. These change over time and across cultures.
Intersectionality	Intersectionality describes overlapping or intersecting categories such as gender, ethnicity/racial origin, age, socioeconomic status, sexual orientation and geographic location, that compound to determine the identities and experiences of individuals. Researchers and innovators should not consider gender in isolation . Gender identities, norms and relations both shape and are shaped by other social attributes.

*A side note: You may encounter the phrases “gender-disaggregated statistics” or “data disaggregated by gender”, but these terms are, in fact, **inaccurate** and should not be used. Data, recorded in censuses, surveys or administrative records, can only be classified by the individual characteristics of the respondent – whether they are female or male – in other words, their sex.*

Gender dimension plays an increasingly **important role** in the proposals. The **description** of this aspect is **mandatory**, unless it is marked otherwise in the topic text. In this section, this refers to the content of the proposed research and innovation project, **not to the gender balance in the consortium**.

The evaluators will assess how deep and accurate is your evaluation of how sex/gender is relevant to your research and how you address it. In some cases, sex or gender have neither influence in your research design, nor is the scope of your research. It is ok but clearly state it in your proposal.

If, however, sex or gender are important for your research, you have to describe why and how you will consider it in your research methodology. By important to your research, we imply **different realities**.

- The **first** is when differences between sexes have to be investigated in your research. This will therefore impact your research design, so you should explain how you will consider the sex variable in your design of experiment. You may have not thought about considering sex as a variable to test in your research so ask yourself about your assumptions for your research or if some gender-related issues have not been addressed that might be of interest.
- The **second** possibility is when the outcomes of your research may impact differently people of both genders. You will have to explain what type of impact is expected and how you intend to reach specifically to both genders in terms of research dissemination. You may think that your research outcome will not differentiate between genders, but think twice whether your innovation might not be designed specifically for each gender.
- **Finally**, and this is the most challenging aspect, there can be some gender assumptions that might influence your research priorities, questions or methods. You will have to

question yourself whether you have such assumptions and if so, consider testing them in your research. This is actually an important topic, since gender norms may influence your research agenda.

Provide an answer to the question: **Does the topic involve sex/gender aspects?**

As we said before, the term sex refers to the biological sex, important e.g. regarding incidence/prevalence, influence of sex hormones, influence of temperature on sex of marine organisms or similar, whereas gender characteristics of a person are shaped by society and culture. An example where gender aspects matter would be a project in which a prevention measure against virus transmission is to be developed, e.g. wearing a mask: This may be accepted differently by men and women. Therefore, an expert in the project should investigate whether the developed measure is accepted equally well by all or not.

Assign resources to sex/gender studies

The **good news** if you are not familiar with sex and gender studies is that **you can add a specific task tackling it** and it is an eligible cost. You are also encouraged to hire gender specialists within your consortium or train your staff on these aspects. The costs related to gender training can also be claimed!

Further readings

FAO Agri-Gender Statistics Toolkit - <http://www.fao.org/3/i5769e/i5769e.pdf>

European Institute for Gender Equality - <https://eige.europa.eu/>

Toolkit gender in EU-funded research -

<https://op.europa.eu/en/publication-detail/-/publication/c17a4eba-49ab-40f1-bb7b-bb6faaf8dec8>

GET INSPIRED **Gender dimension**

Disclaimer: this paragraph is a selected 'piece' of a project related to Cluster 1 (Health). We have added it on purpose, because (usually) medical projects are those that traditionally consider the gender dimension for default and with a very complete approach (as you can see it also consider birth-sex and non-birth-sex).

You might note that this paragraph **does** mention the **gender balance in the teams** in charge of carrying out the project. This could seem going against the guidelines (see above), but *in this case it is acceptable* because one of this specific project's objectives is to train young women in a traditionally male-dominated discipline. Therefore, the project has foreseen a specific activity for addressing a cultural gap that historically cut off women from a professional opportunity in surgery.

You can consider this paragraph as a draft/inspiration - do not just copy and paste for your missing paragraphs!

The project will pursue three main objectives within gender/sex related issues: i) Foster gender balance in research teams; ii) Ensure gender balance in decision-making processes and iii) Integrate gender/sex analysis in research and innovation (R&I).

*Therefore, it will pay attention to gender equality from different angles, in terms of: 1) **Human resources:** balance between women and men in the research teams who will implement our project; the team has a balanced participation, as close as possible to 50/50, of both men and women in the*

team and among the leading roles. 2) **Content:** the project will proceed by analyzing and taking into account the possible differences. Biological sex and age differences as well as all gender-related issues. All WPs will be carried out keeping in mind gender and sex related issues according to: a) **Kind of Pathologies:** the COVID-19 pandemic has brought to the fore the implications of sex, age and gender differences to human health and well-being. Evidence to date indicates that men are at higher risk of severe disease and death than women, while women seem more likely to suffer from long-term COVID-19, and experience negative social and economic impacts. Biological sex as well as gender roles and behaviors can affect exposure to the virus and influence the prevalence of pre-existing conditions or harmful habits. Attention in research to the impact of exposure to infectious diseases on women and men in their life span is also important and the project will allow us to understand if these differences can be overcome thanks to a Telemedicine approach that might reduce social and economic impacts. b) **Medical treatment and surgery:** are gender-sensitive. For example, men sometimes drop out faster from a long-term treatment scheme because they are more reluctant to queue at the health center, a place associated with women and children. Therefore, the project will analyze how this alternative assistance via Telemedicine might improve treatment and assistance in case of gender-related issues. We will address anatomical and physiological differences related to birth-sex and non-birth-sex but also the ones related to specific patient's health records and/or other possible physical transformations. c) **Dialogue with medical sectors and civil society** (including the patients): all actors must keep in mind the need to respect gender equality in opportunities to voice positions, in participation in the policy debate, and in any (ethical or other) decisions that might stem from such dialogue. Health systems are observed to be gendered institutions. For example, the hierarchy among healthcare staff tends to place doctors, policymakers and administrators (predominantly male) above nurses, paramedical staff and orderlies, who are more likely to be female, and day-to-day working relations between healthcare staff and patients tend to be predominantly between women. The project will engage medical staff regardless of gender and or sex and set the basis for building well balanced multidisciplinary assisting teams. The knowledge on gender dimension that will be generated, will be the focus of specific studies on gender in the project's activities and all relevant datasets and/or specific publications on gender-related findings will be shared on the Gender Portal for inspiring collaborative action on gender and science (<https://www.genderportal.eu/>).

- Describe how appropriate open science practices are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives [e.g. 1 page]. If you believe that none of these practices are appropriate for your project, please provide a justification here.

⚠ Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open science practices include early and open sharing of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

⚠ Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'.

READ ME FIRST Open Science

Practical Implementation of Open Science in Research Projects: 4 dimensions

1. Open Access

All peer-reviewed scientific publications arising from Horizon Europe funding have to be made available in open access.

There are two ways to provide open access:

- ➔ Deposit your publication in a **repository for scientific publications** and ensure open access.

Get inspired: FLOrence REsearch - **FLORE** is the open-access institutional archive of the University of Florence and is the University's research registry.

Zenodo - <https://zenodo.org>, is a general-purpose open-access repository developed under the European OpenAIRE program (<https://www.openaire.eu/>) and operated by CERN. It allows researchers to deposit research papers, data sets, research software, reports, and any other research related digital artifacts. For each submission, a persistent digital object identifier (DOI) is minted, which makes the stored items easily citable. Zenodo was created in 2013 under the name OpenAIRE orphan records repository to let researchers in any subject area to comply with any open science deposit requirement absent an institutional repository. It was relaunched as Zenodo in 2015 to provide a place for researchers to deposit datasets; it allows the uploading of files up to 50 GB. It provides a DOI to datasets and other submitted data that lacks one to make the work easier to cite and supports various data and license types. One supported source is GitHub repositories. Zenodo is supported by CERN "as a marginal activity" and hosted on the high-performance computing infrastructure that is primarily operated for the needs of high-energy physics.

In 2019, Zenodo announced a partnership with the fellow data repository Dryad to co-develop new solutions focused on supporting researcher and publisher workflows as well as best practices in software and data curation.

- ➔ Publish your research in an open access journal.

Get inspired: Open Research Europe -**ORE** is an open access publishing platform for the publication of research stemming from Horizon 2020 and Horizon Europe funding

across all subject areas.

In both cases you have to deposit your publications in a repository, even when publishing in an open access journal.

2. Open Data

The proper way of managing data within a research project is through a **Data Management Plan (DMP)**. This is a document that describes the lifecycle of data within a project, i.e. the types of data that will be generated or gathered during the project, the standards that will be used, the ways how the data will be exploited and shared for verification or reuse, and how the data will be preserved. The DMP shows how researchers are going to ensure that those selected research data are findable, accessible, interoperable and reusable -FAIR.

At the proposal stage, you are just expected to create a draft DMP. This draft is not a complete version of your DMP, rather a quick summary of the standards that will be applied, how the data will be exploited and/or shared/made accessible for verification and reuse, and how the data will be curated and preserved. This information should be provided in the impact section under the dissemination and communication subsection. Make sure to make this text coherent with how the consortium plans to manage the project's intellectual property. Also make sure to plan enough budget and time to look after the data management during your project.

See next "Read me First" box for more info on the DMP.

3. Public Engagement

Open Science must be considered as a holistic approach embracing the idea of supporting the scientific endeavor from a more collaborative and participatory perspective. Therefore, such openness must not only be targeted within the scientific community but also to any other relevant stakeholder group, that goes from industries and policy-makers to other groups from the citizenship such as students, Non-Governmental Organizations - NGOs, journalists, bankers, etc.

4. Citizen Science

Citizen Science is the activity by which citizens volunteer in some or part of the scientific process with a kind of work that would not be able to be performed only by professional researchers.

Please consult also:

European Open Science Cloud (EOSC)

The objective of the European Open Science Cloud (EOSC) is to provide an infrastructure to support open science within the EU, and hence innovation on an international scale – also beyond the EU. EOSC is one of the most practical results of the EU work to enable FAIR data and open science.

EOSC is both a technical solution, and supports the communication between people and helps to synchronize policies. Through EOSC, already existing academic infrastructures for research data are synchronized, at the same time as new infrastructures are developed for interoperability in relation to EOSC. <https://www.eosc-portal.eu/>

GET INSPIRED

Open Science

Open science policy has developed progressively in the EU. It concerns all aspects of the research cycle, from scientific discovery and scientific review to research assessment, publishing and outreach; its cornerstone being open access to publications and research data.

Our project will comply with the ECmopen science policy and its ambitions as follows:

- 1)** *Our Project will ensure delivery of Open Data: FAIR (Findable, Accessible, Interoperable and Re-usable data) and open data sharing*
- 2)** *The partnership will share and process publicly funded research results and data across borders and scientific domains via the European Open Science Cloud (EOSC) i.e. the recently launched 'federated ecosystem of research data infrastructures' (<https://eosc-portal.eu/>)*
- 3)** *All peer-reviewed scientific publications will be freely accessible, and the early sharing of different kinds of research outputs will be pursued.*
- 4)** *The project team will promote and ensure that the research career evaluation systems will fully acknowledge open science activities carried out within the project.*
- 5)** *Our Project will adhere to commonly agreed standards of research integrity.*
- 6)** *The partnership will ensure that the working teams have the necessary skills and support to apply open science research routines and practices.*
- 7)** *Citizen science paths will be developed in order to involve differently and more actively the general public (in order to ensure that this important stakeholder will be able to make significant contributions and be recognized as valid European science knowledge producers).*

These steps will be further detailed in a specific deliverable i.e. a Data Management Plan - DMP, together with a timely and rapid distribution of project results, making them widely available and openly accessible according to FAIR policies.

This deliverable describes the policy regulating collection, management, sharing, archiving, and preservation of research data in the project. Data regulated by the plan are all Research Data (RD) that are either managed or are produced by the project (i.e., data, charts, pictures, and documents) both confidential and public, and those to be deployed as Data Sets (DS).

- **Research data management and management of other research outputs:** Applicants generating/collecting data and/or other research outputs (except for publications) during the project must provide **maximum 1 page** on how the data/ research outputs will be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable), addressing the following (the description should be specific to your project): [1 page]

Types of data/research outputs (e.g. experimental, observational, images, text, numerical) and their estimated size; if applicable, combination with, and provenance of, existing data.

Findability of data/research outputs: Types of persistent and unique identifiers (e.g. digital object identifiers) and trusted repositories that will be used.

Accessibility of data/research outputs: IPR considerations and timeline for open access (if open access not provided, explain why); provisions for access to restricted data for verification purposes.

Interoperability of data/research outputs: Standards, formats and vocabularies for data and metadata.

Reusability of data/research outputs: Licenses for data sharing and re-use (e.g. Creative Commons, Open Data Commons); availability of tools/software/models for data generation and validation/interpretation /re-use.

Curation and storage/preservation costs; person/team responsible for data management and quality assurance.

 Proposals selected for funding under Horizon Europe will need to develop a detailed data management plan (DMP) for making their data/research outputs findable, accessible, interoperable and reusable (FAIR) as a deliverable by month 6 and revised towards the end of a project's lifetime.

 For guidance on open science practices and research data management, please refer to the relevant section of the [HE Programme Guide](#) on the Funding & Tenders Portal.

READ ME FIRST DMP Data Management Plan

What is a data management plan?

A DMP describes the data management life cycle for the data to be collected, processed and/or generated by a Horizon Europe project.

What types of data are considered in a DMP?

The focus is on research data that is available in digital form. In a research context, examples of data include statistics, results of experiments, measurements, observations resulting from fieldwork, survey results, interview recordings and images.

What should be included in a DMP?

A DMP should include information on:

- ➔ the handling of research data during and after the end of the project;
- ➔ what data will be collected, processed and/or generated;
- ➔ which methodology and standards will be applied;
- ➔ whether data will be shared/made open access and
- ➔ how data will be curated and preserved (including after the end of the project).

When should I prepare a DMP?

As early as possible in your project. At the proposal stage you should provide a maximum 1-page draft DMP. You will then have to provide a fully-fledged DMP within the first 6 months of the

project's implementation. You are then supposed to update it regularly, at least once every reporting period or whenever important changes to the project occur due to inclusion of new data sets, changes in consortium policies or external factors.

Should I talk about the DMP in the proposal?

Yes, but you are just expected to create a draft DMP. This draft is not a complete version of your DMP, rather a quick summary of the standards that will be applied, how the data will be exploited and/or shared/made accessible for verification and reuse, and how the data will be curated and preserved. Make sure to make this text coherent with how the consortium plans to manage the project's intellectual property. Also make sure to plan enough budget and time to look after the data management during your project.

Note that the draft DMP is not assessed in the proposal evaluation, but its absence can penalise your evaluation.

Is there a DMP template somewhere?

There are several guidelines on how to prepare a DMP, and each project has to adapt it to the type of data generated. The Commission provides an [optional template here](#) that is very complete.

What should I do with the data?

In addition to keep an up-to-date DMP, you are expected to:

- Deposit your data in a research data repository.
- Ensure third parties can freely access, mine, exploit, reproduce and disseminate your data.
- Provide related information and identify (or provide) the tools needed to use the raw data to validate your research.

TIPS

Data Management Plan at a glance: issues to cover in your Horizon Europe DMP

This table is a summary of the Data Management Plan (DMP) issues to be addressed
DMP component Issues to be addressed.

1. Data summary

Providing the following information: **purpose** of the data collection/generation; relation to the objectives of the project; **types, size** and **formats** of generated/collected data; specifics on eventual **re-use of existing data**); **origin** of the data; data utility: to whom will it be useful?

2. FAIR Data

→ Making data **Findable**.

Providing the following information: provisions for **metadata**, outlining their **discoverability** (metadata provision) and their **identifiability** referring to standard identification mechanism. Do you make use of persistent and unique identifiers such as Digital Object Identifiers? **naming conventions**, the approach towards search keywords and the approach for clear versioning; **standards for metadata creation** (if any): if there are no standards in your discipline describe what type of metadata will be created and how.

→ Making data openly **Accessible**.

Providing the following information: **which** data will be made openly available? If some data is kept closed, provide rationale for doing so; **how** data will be made available? What **methods or software tools** are needed to access the data? Is documentation about the software needed to access the data included? Is it possible to include the relevant software (e.g. in open source code)? Where data and associated metadata, documentation and code are **deposited**? How **will access** be provided in case there are any restrictions?

→ Making data **Interoperable**.

Providing the following information: what data and metadata vocabularies, standards or methodologies you will follow to facilitate interoperability? Specify whether you will be using standard vocabulary for all data types present in your data set, to allow inter-disciplinary interoperability. If not, will you provide mapping to more commonly used ontologies?

→ Increasing data **Re-use** (through clarifying licenses).

Providing the following information: how the data will be **licensed** to permit the widest reuse possible? **When** will the data be made available for reuse? For **how much time** will they remain re-usable? If applicable, why and for what period a **data embargo** is needed? Are the data produced and/or used in the project **usable by third parties**, in particular after the end of the project? If the re-use of some data is **restricted**, why? What are the **data quality assurance processes**?

3. Allocation of resources

Estimate the **costs** for making your data FAIR and how you intend to cover them; clearly identify **responsibilities for data management** in your project.

4. Data security

Address **data recovery** as well as **secure storage** and **transfer of sensitive data**.

5. Ethical aspects

To be covered in the context of the ethics review, ethics section of DoA and ethics deliverables. Include references and related technical aspects if not covered by the former.

6. Other

Refer to other national/funders.

TIPS

Short and sweet: EXCELLENCE in a nutshell

Please find this useful checklist that we **strongly** advise you to follow to verify if your project does have all the Excellence it needs for reaching the highest evaluation points. We remind you that the Excellence section in Horizon Europe comes **first** while reading a project proposal, and this has the purpose that the reader **immediately gets an idea** whether the **author has the required knowledge, skill set and network to carry out** the project. It gives an overarching view over the project's objectives, the state-of-the art and how the project advances beyond it, and a brief description of the methodology (you will find a detailed methodology section with work package description in the Implementation section).

- Describe the **problem** and the **need**.

- Make clear the relevance of the problem (to whom, what target groups?) and the **solution** you offer.
- Demonstrate that you are **networked, knowledgeable** in your field, and have all the **necessary expertise/disciplines** on board.
- Use **graphics** that clarify your concept in the Excellence section in Horizon Europe.
- The methodology part is not about the detailed description of the work packages or each step, but about the **big picture**.
- The **initial hypothesis** forms the basis of the concept.
- The **choice of your concept** is crucial for the **choice of approach and methodology**.
- **Write the proposal for the evaluators!** Note the evaluation criteria. Consult colleagues from outside the field or your NCP as test evaluators.
- The proposal must be **appealing**. Innovative ideas, excellent science, and outstanding consortium alone are not enough!
- The proposal must be **coherent**. The described challenges, goals, solution approaches and the project plan must fit together. All information important for understanding must be included. Internet links should not be included and will not be considered by the evaluators.
- Pay attention to **details**. Write **clearly and simply**. Avoid long paragraphs. Use illustrations and diagrams. Avoid spelling errors. Avoid inconsistencies. Explain abbreviations and terminology.
- Good to know: Evaluators review under time pressure. They sometimes come from other disciplines and are not always experts in every aspect. If the proposal is easy to read, this will create a positive mood, which can certainly have an impact on the evaluation of your proposal.
- Got the **page number limit** in mind. Anything over page limit will be cut off when uploading Part B.

the **WHAT**
The Impact
value
What is
the value
of the project?

2. Impact

Impact – aspects to be taken into account.

- *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*

The results of your project should make a contribution to the expected outcomes set out for the work programme topic over the medium term, and to the wider expected impacts set out in the ‘destination’ over the longer term.

In this section you should show how your project could contribute to the outcomes and impacts described in the work programme, the likely scale and significance of this contribution, and the measures to maximise these impacts.

READ ME FIRST

The Impact: excellent science is not enough to get your funding!

Have you ever wondered what the European Commission is looking for when funding European projects? Of course, it is great to be internationally renowned as excellent scientists, but it clearly does not justify spending several billions of euros. What the EU really expects from you is that you **solve a societal challenge**. They are looking for projects which will have a direct and concrete **IMPACT on the European citizens**. This is even more true in Horizon Europe, as the lack of technology transfer from the research world to the real world was deplored in Horizon 2020.

Yet, many applicants focus on the excellence and implementation parts, and neglect the impact section. Competition for EU funding is very strong: Remember only a **perfect proposal** can be funded.

Make the difference by writing an outstanding impact section!

Impact is not project results!

What is expected in the impact section of a Horizon Europe proposal is not very clear and you might come to the conclusion that the impact of a project is its results. **It is actually not exactly the case**. Of course, they contribute to the impact, but it goes much further than that!

Let us remind you the different components of a project idea:

1. **Why** the project is necessary? Because of a challenge faced by certain people. **Tackling the challenge is the overall objective of your project.**
2. **What** the project will achieve? **Each of its achievements is a specific objective.**
3. **How** will the project achieve its specific objectives? **This is the concept (general approach) and the methodology (detailed process). The way the methodology is organized is the work plan.**
4. **What change** will the achievement of the objectives bring? **This is the impact!**

The impact refers therefore to the **consequences of the project results**. Consequences on the society, the economy, research communities, policy makers etc. The impact is a change and the change has a magnitude. The impact is the value that the project has.

The impact is the effects the project's results will have on the scientific community, the European citizens, the European economy, your institution, the companies involved in your consortium...

For example, if the result of your project is a new treatment against cancer, the impact could be the cure of xxx millions of people in the next 10 years and the creation of a new company to commercialize your treatment.

Ask yourself what is the value your project will bring to society.

Impact is what people can do with your results

The EU wants high impact research. Some researchers may think that working on a technology, getting scientific results, going far beyond the state of the art will give impact to their research. What gives impact to your research project in a RIA proposal context is what people can do with your technologies or scientific results.

R&D has a high impact if people **use the output to solve great issues**. Unfortunately, time-consuming protocols, efforts put in by teams at the bench are not relevant criteria to evaluate the impact. The EU measures impact through the **application** of these efforts: **who** will valorize them (end-users) and **to what end** (solving great issues).

This is the main reason why the European Commission should fund your project because remember, Horizon Europe is above all the Commission's instrument to fund research projects to help them in their policies. Reason why you should pay attention to how you write your impact section

In addition to societal impact, one should consider the **economic impacts**.

The EU pays specific attention to its **"returns on investment"** in terms of tangible increase in competitiveness, employment or start-up inception as a way of quantifying the project's outputs.

The impact is mostly about the future

Even if some of the project's impact can be experienced during its duration, most of it will come **after the project's completion**. The project's outputs should have a life after the project is finished. Yet, it is hard to anticipate it, which is why writing the impact section is so hard. Do not worry if you take a prospective mode when writing the impact, but make it as evidenced and quantified as possible (see next point). And be very specific when describing the impact.

The impact should be measured

The impact is a (hopefully) positive change induced by the project's results on various aspects of the society. The change can and must be measured. This is why it is highly recommended to **define key performance indicators (KPIs) for impact assessment**. There should be a KPI for each of the expected impacts and a target value set in a time frame.

The impact will be experienced by a targeted audience

The changes caused by the project will be felt by some specific audiences that you must clearly identify. It is highly likely that there will be several groups of people impacted by your project among:

- Research communities
- The public
- Economic actors such as businesses
- Political institutions

When defining the KPIs and their targets, also think about each targeted audience to be as exhaustive as possible.

Go beyond the expected impacts as set in the work programme

It is highly convenient that the call text provides a list of expected impacts (long term impacts are

to be found within the WP Destination your topic belongs to). You should definitely describe how your project will reach them, but do not restrict yourself to them. Think in a broader term such as environmental impact, employment, social issues, competitiveness etc. but keep specific.

IMPORTANT! The targeted EU impacts will be given at the CALL level instead of giving them for each topic as it was in H2020. Only the expected outcomes will be specified for each topic.

TIPS

What does the EU commission expect you to write in your impact section?

The impact section is section 2 in the EU proposal template. It is constituted of 2 subsections:

2.1 Project's pathways towards impact - description of the value of your project, how it will affect society;

2.2 Measures to maximize impact - description of the concrete actions you are going to put in place to be sure the impact will be as high as possible.

To help the reviewers, it is important to write the right things at the right place. Let's unravel together what you need to write and where.

2.1 Project's pathways towards impact: What is the value of your project?

In this section, you will demonstrate how your project is **aligned with the Horizon Europe strategy**. Often, the applicants simply list the expected impacts of the call description in a table, and explain why their project will address them. You should absolutely not limit yourself to that. You have to think of all the potential repercussions of your project **in the short term (during the project), medium-term (3 to 5 years after the end of the project), and long term**.

Keep in mind that unlike the deliverables, this is not a commitment you are making to the EU: the impact you list can be real or expected, no one will come to check you achieve the objectives you mention in the impact section. Of course, you have to stay believable to convince the reviewers.

Be exhaustive

To write this section, take the time to sit down with your partners and brainstorm about all the possible impacts of your project. Don't limit yourself to the direct and obvious effects, try to think of the big picture.

You can base your reflection on this list of impacts:

- ➔ **Scientific:** definition of a new state-of-the-art in your field, scientific publications, better reputation and increased visibility of the institutions involved, new collaborations...
- ➔ **Societal:** how your project will affect the quality of life, health, safety of the EU citizens, will contribute to the preservation of the environment, will raise awareness of citizens on a specific problem, change their behaviours...
- ➔ **Socio-economic:** job/company creation, company growth, leading position in the field in Europe, increase of Europe competitiveness...
- ➔ **Exploitable:** new products, new techniques, new services provided by the institutions of the consortium, patent...

Be market and society oriented

- ➔ Clearly identify the **end-users** (people who will take advantage of your results), and the **customers** (people who will pay to use your results). Show to the EU that you have

already thought about the future of your research.

- If there is one, give a brief overview of the market you are targeting: current challenges, drivers, size, growth rate... You should at least provide the following information: the total addressable market, where it is located, and the main barriers to reach your market (policies, regulations, legal...). If you are not familiar with these concepts: ask your **industrial partner(s)** to help you with that.
- We strongly advise you to add an end-user or a future customer in your consortium: it will help you to **orient your research** and develop a product/service/technology/recommendation that will really meet the expectations of the society and the market. They will also be the best partners to help you write your business plan.

Add KPIs= Key Performance Indicators to measure your impact

The EU and the reviewers will expect you to be precise, concrete and realistic. For this reason, it is very important to set up KPI in your impact section: they will be a measurable mean to evaluate your impact.

For each impact, determine your quantified targets: how many people you will cure, how many products you will sell, by how much you will reduce CO2 emissions, etc....

2.2 Measures to maximize impact: what are you actually going to do?

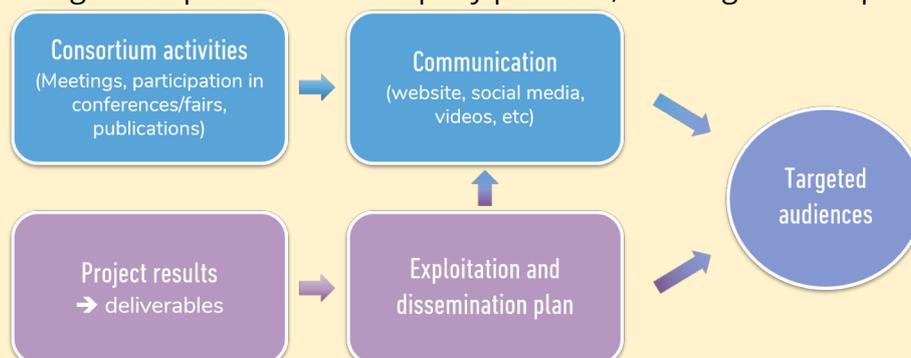
This part is located in the impact section of the proposal, but you can see it as being part of the section 3, implementation, as it is dedicated to concrete means to ensure your project will be properly exploited.

Here, it is about communication, dissemination, and exploitation, this meaning you will have to deal with and foresee specific tools for:

Communication: The measures you take to communicate about your project (not specifically your results) with the general public and specific stakeholders. Typically, it is your website, your posts on social media, a newsletter, all the means you use to keep people updated with your project.

Dissemination: The measures you take to promote the results of the project, to make sure they will reach the right stakeholders. It is about the transfer of knowledge between the project partners and the targeted audience, to make sure the targeted audience will be able to use the results of your research as a basis for future development. It can be the publication of an article, the presentation at a conference, the organization of a training or a workshop, the sharing of your data on an online repository, etc....

Exploitation is the use of the results during and after the implementation of the project. It can be patenting, adding a new product to a company portfolio, creating a start-up or new jobs, etc.



Please see "Read me first" box in section 2.2 for further details.

2.1 Project's pathways towards impact [e.g. 4 pages]

- Provide a **narrative** explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project. The narrative should include the components below, tailored to your project.

READ ME FIRST The Impact Pathway			
<p>Horizon Europe is based on an "IMPACT DRIVEN" logic according to which the impacts of the project must be aligned with the planning documents. More precisely, the outcomes of the project must generate:</p> <ul style="list-style-type: none"> Long-Term Impact: according to the impacts defined in the Strategic Plan, in the Work Programme, in the Destinations Medium-term impact: according to the impact defined in the Topic, in the proposal template and other impacts defined in the specific project. <p>It is important the 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.</p>			
IMPACT LOGIC			
STRATEGIC PLAN	GENERAL POLICY LEVEL	EC Policy Priority	Based on the Political Guidelines for the European Commission 2019- 2024 (see the table below)
	PROGRAMME LEVEL	Key Strategic Orientation	Set of strategic objectives within the EC policy priorities where R&I investments are expected to make a difference
	CLUSTER LEVEL	Expected Impact	Wider effects on society (including the environment), the economy and science, enabled by the outcomes of R&I outcomes (long-term)
WORK PROGRAMME	WORK PROGRAMME LEVEL	Destination	Packages of actions around which each Work Programme part within Pillar II will be designed. Destinations are a series of coherent packages aimed at contributing to the expected impacts set out in the Strategic Plan. The Destinations will provide the policy narrative for the calls and actions included in the WP. In the WP, the text of the Destination should reflect the expected impact as set out in the Strategic Plan.
		Call for Proposal	Each Destination will be implemented by means of calls for proposals. Under Horizon Europe, we need to align our definition of a 'call' with the Financial Regulation and with the common approach across all MFF programmes.

KIP- Key Impact Pathways - a modernized monitoring approach

The Commission's proposal for Horizon Europe includes a groundbreaking approach for capturing and communicating impact - the Key Impact Pathways. This approach aligns with a new level of ambition to boost the diversity of impact of EU research and innovation funding.

The objective is to allow policy makers and the wider public to get regular insights regarding the effects and benefits of the programme or European science, the economy and wider society.

The **Key Impact Pathways** will allow the Commission to capture and communicate the difference we are making around 9 key story lines during and after the programme.

SCIENTIFIC IMPACT

1. Creating high-quality new knowledge
2. Strengthening human capital in research and innovation
3. Fostering diffusion of knowledge and Open source

SOCIETAL IMPACT

1. Addressing EU policy priorities and global challenges through research and innovation
2. Delivering benefits and impact through research and innovation missions
3. Strengthening the uptake of research and innovation in society

Towards technological/economic impact

1. Generating innovation-based growth
2. Creating more and better jobs
3. Leveraging investment in research and innovation

(a) Describe the unique contribution your project results would make towards (1) the **outcomes** specified in this topic, and (2) the **wider impacts**, in the longer term, specified in the respective destinations in the work programme.

 Be specific, referring to the effects of your project, and not R&I in general in this field.

READ ME FIRST

Topic Expected Outcomes and Wider Impacts

Topic Expected Outcomes

The topic description starts with a bulleted list of **Expected Outcomes** that your project should achieve. But the question is: "Should all outcomes be satisfied by the project?" In the description of the Topic there is already the answer.

In fact, if the bulleted list is preceded by the sentence: "Proposals are expected to contribute **to all** the following outcomes", you should respect all outcomes. If the sentence is: "Project results are expected to contribute **to most of** the following expected outcomes", you can choose the most accessible outcomes for your project.

Wider Impacts

The programme Horizon Europe (actually any EU Programme) facilitates collaboration and strengthens the impact of research and innovation in **developing, supporting and implementing EU policies while tackling global challenges**. Knowing the policies that your project addresses is understanding that YOU WILL BE IMPLEMENTING the list of desiderata expressed in these policies. And if you know the policies, it also means that you will be able to strengthen the impact of your R&I.

REMEMBER! There is also an **additional policy level** (national or regional) which you might

consider and highlight. You might think that this exercise is useless, but you have to bear in mind that:

- the policies instruments are THOSE that are justifying the existence of these specific EU calls;
- your project might be replicated and be sustainable in the long term because you might be able to find a further funding source ALSO at a regional and national level.

The fact that you are already identifying and complying with the desired impacts of policy instruments of a smaller scale can show to the EC how you are aware of the impact of the EU policies in your local context and that these could be the next opportunity for spending part of your project's results.

UNDERSTANDING which are the regional and national policies in yours (and of course of the other partners) can help you in refining your stakeholder list. There is so much to do only in understanding how national and regional rules can be unified under the EU 'hat', or if there are already some good practices that are waiting to be exported in other EU countries. You might be the one that discovered the best EU policy instrument, therefore you might be able to build a policy recommendation.

A last point: each policy instrument has its own **performance indicators**, you might need to understand which ones can be adopted from your project. You can have extra points if you can demonstrate that your project is also providing information without needing to create another innovative indicator, but using the ones that are already used by the EU, your National and/or Regional Agencies.

European Commission priorities for 2019-24

A European Green Deal	Europe aims to be the first climate-neutral continent by becoming a modern, resource-efficient economy.
A Europe fit for the digital age	The EU's digital strategy will empower people with a new generation of technologies.
An economy that works for people	The EU must create a more attractive investment environment, and growth that creates quality jobs, especially for young people and small businesses.
A stronger Europe in the world	The EU will strengthen its voice in the world by championing multilateralism and a rules-based global order.
Promoting our European way of life	Europe must protect the rule of law if it is to stand up for justice and the EU's core values.
A new push for European democracy	We need to give Europeans a bigger say and protect our democracy from external interference such as disinformation and online hate messages.

 *The outcomes and impacts of your project may:*

- **Scientific**, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
- **Economic/technological**, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
- **Societal**, e.g. decreasing CO₂ emissions, decreasing avoidable mortality, improving policies and decision making, raising consumer awareness.

 *Only include such outcomes and impacts where your project would make a significant and direct contribution. Avoid describing very tenuous links to wider impacts. However, include any potential negative environmental outcome or impact of the project including when expected results are brought at scale (such as at commercial level). Where relevant, explain how the potential harm can be managed.*

GET INSPIRED The Impact			
TYPE OF IMPACT	IMPACT	TARGET GROUPS (THAT WILL BENEFIT FROM THE IMPACT)	KEY PERFORMANCE INDICATORS (KPIs)
SCIENTIFIC IMPACT	<i>Implementation of a new theoretical framework and new methods of ...; Innovative approaches for...; Contributing to specific scientific advances, across and within disciplines, (...)</i>	<i>Scientific community, researchers; European Commission; Academy; (...)</i>	<i>Number of peer-reviewed publications in scientific journals, special issues, books, scientific conferences; New innovative tools/equipment for scientific research - (...)</i>
ECONOMIC/ TECHNOLOGICAL IMPACT	<i>New innovative start-ups, opening of new market segments; Bringing new products/ services/business processes to the market; Increasing efficiency, cost reduction; (...)</i>	<i>European Community Local administrators Regional Administrators National governments SME, business companies End users Private Associations (...)</i>	<i>Number of new start-ups; Quantification of cost reduction; Number of people involved in technology; Number of end users who purchase the product; (...)</i>

SOCIAL IMPACT	<i>Improvement of people's life and health; Improvement of the condition of immigrants, social inclusion; Decreasing CO₂ emissions Improving policies and decision-making; Raising consumer awareness, energy saving; (...)</i>	<i>Elderly people, weak people, disabled people; Migrants, women victims of violence; People living in polluted places, farmers, workers who work in high-pollution factories; Public administrators, European Community, local and regional administrators, national governments; - SME, business companies; - (...)</i>	<i>Number of people benefiting from the project; Number of employed immigrants, number of violence avoided; CO₂ reduction, number of people saved or potentially savable; Amount of reduction of harmful substances in the environment; - (...)</i>
(...)	(...)	(...)	(...)

 *State the target groups that would benefit. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project.*

TIPS Target groups

The Target Groups section should be written following these steps:

- 1) Check the Work Programme for two things:
 - details on the **target groups** to be addressed. The ones that are mentioned in the work programme should be inserted in the **first** column of the Table below in the Example box (so you will not miss anyone amongst the ones that are primarily targeted). Please do not forget the ones that are mentioned in the impacts (see box above).
 - the **Multi-Actor (or multi-stakeholders) Approach**. Please check if it is clearly mentioned (**it is mentioned in almost all Clusters - especially Cluster 6 and except Cluster2**). If yes, please see point "4)" below and the In Depth box focused on the Multi- Actor Approach above.
- 2) break the target groups into the most specific one in the **first** column;
- 3) define the role of each target group (be specific, mention the role in each WP and or Task - **second** column) and level of influence - **third** column.
- 4) You will have to mention in this paragraph those ones that will be involved in the writing stage of the Proposal. The multi-actor approach is a **form of responsible research and innovation** aimed to make the R&I process and its outcomes more demand-driven, reliable and relevant to society. This is more than just widely disseminating the results of a project, or listening to the views of a stakeholder board. A multi-actor project should ensure genuine and sufficient involvement of a targeted diversity of actors depending on the context of the topic. Relevant key actors to participate will depend on the objective of the proposal. They are

essentially the (end-) users of the project results completed with some useful intermediaries who can bring in further useful knowledge, such as - for Cluster 6 Topics - farmers / farmers' groups, foresters / foresters' groups, fishermen / fishermen's groups, advisors, food processors, businesses, consumer associations, local communities, citizens, civil society organizations including NGOs etc.

5) verify that the Target Groups are all reached by your Communication Dissemination and Exploitation (CDE) activities.

Please keep in mind the difference of involvement:

Direct beneficiaries are those to receive funds and are responsible for the implementation: consortia composed of national, European and international research bodies, including universities.

The **target (or stakeholders or actor) groups** and their organizations benefit from the project's results with innovations to improve their productivity and resilience. Public and private research bodies, NGOs and the private sector shall benefit with capacity building and shall improve knowledge on the focused innovation.

GET INSPIRED
Target groups

During year one, the project's dissemination and communication activities will be aimed at conveying the messages expressed above to the following categories of stakeholders (See Table below).

During year one the contacts (email addresses, social media accounts etc.) of the different individual stakeholders belonging to the above categories will be reached by using the contact lists of all the partners. For reasons of privacy policy and confidentiality, these contacts will not be shared but all the partners will commit to conveying all the communication and dissemination items produced by the project to their contact lists. UNIFI in particular as the leader of the work package for dissemination and communication will use its database of 20.000+ contacts for newsletters, email shots and press releases (1,300+ media contacts to date).

*The Multi-Actor Approach (MAA) ensures that our project will focus on real needs and problems that an end-user (stakeholder1, stakeholder2, stakeholder3 etc.) is facing (**NdR please see Box if the MAA is requested by the TOPIC you are addressing**).*

TARGET GROUP (STAKEHOLDER)	ROLE (Direct beneficiary, end-users or users of the project results, intermediaries)	Level of Influence (high, medium, low)
Local community	<i>Beneficiary</i>	<i>high</i>
Public administration	<i>Users of the project results</i>	<i>medium</i>
General public and media	<i>End-users</i>	<i>low</i>
Technological Platforms	<i>Users of the project results</i>	<i>high</i>

Associations, industry groups, NGOs	<i>Users of the project results</i>	<i>high</i>
Regulators and authorities, International policy makers	<i>End-users</i>	<i>medium</i>
Industry	<i>Intermediaries</i>	<i>high</i>
R&D Community	<i>Users</i>	<i>high</i>

(b) Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.

⚠ Note that this does not include the critical risks inherent to the management of the project itself, which should be described below under 'Implementation'.

GET INSPIRED Potential barriers			
To describe any barriers that may determine whether the expected outcomes are achieved, you can add a table and list all the potential barriers. Add columns to indicate timing, level of severity and mitigations.			
Potential barriers	When?	Level (high, medium, low)	Measures to mitigate/eliminate
<i>Changes in legislation/regulation that hinders innovation.</i>	<i>mid-project</i>	<i>high / medium / low</i>	<i>Effective interaction with public sector; Monitoring of political developments, and advocacy strategy; Constructive communication with public agencies.</i>
<i>Potential copy of your idea from competitors; Intellectual Property right issues</i>	<i>mid-project</i>	<i>high / medium / low</i>	<i>Industrial Property Rights (IPR) – describe the key knowledge items of your solutions, filed and/or granted patents, what they cover and in which countries/regions they apply. It is also important to show to the evaluators that you have at least conducted a first patentability study to identify potential IPR issues with existing technologies and patents.</i>

<i>Strong opposition from renown players in the market you aim to enter; traditional value chains that are less keen to innovate</i>	<i>mid-project/ after the project</i>	<i>high /medium/low</i>	<i>Adoption of structured change management approach in the Innovation Management strategy that will directly address some of the main sources of resistance and can actually prevent resistance from happening if they happen early in the project lifecycle. Frontline employees will understand the "why" behind the change and see the commitment from leaders throughout the organization. In many cases, this will prevent resistance from occurring later in the project when it can adversely impact benefit realization, project schedules and budget.</i>
<i>Societal barriers</i>	<i>mid-project</i>	<i>high / medium / low</i>	<i>Multi-actor approach adoption will avoid these barriers to impede project's implementation. increased involvement of local members of the public and regulators, to secure and bolster their support for the project. An important element of this strategy is providing clear and credible educational materials on the programme plan, risks and benefits.</i>
<i>Natural Disasters</i>	<i>mid-project</i>	<i>high / medium / low</i>	<i>Beneficiaries will immediately inform the Commission/Agency/Funding Body, which will examine on a case-by-case basis the possible application of the rules on force majeure. Moreover, beneficiaries will immediately take all the necessary steps to limit any damage due to force majeure (e.g. try to cancel the flight ticket, claim the reimbursement from the cancellation insurance (if applicable)).</i>
<i>New competitors with more performing solutions; other R&Is working within and beyond Horizon Europe</i>	<i>after the project</i>	<i>high / medium / low</i>	<i>(...)</i>
<i>Change in user</i>	<i>after the</i>	<i>high / medium /</i>	<i>(...)</i>

<i>behavior</i>	<i>project</i>	<i>low</i>	
Suggested reading: Mitigation of Political & Regulatory Risk in Infrastructure Projects Introduction and landscape of Risk http://www3.weforum.org/docs/WEF_Risk_Mitigation_Report14.pdf			

(c) Give an indication of the scale and significance of the project’s contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.

 *‘Scale’ refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time; ‘Significance’ refers to the importance, or value, of those benefits. For example, the number of additional healthy life years; efficiency savings in energy supply.*

 *Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your project. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use only one methodology for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).*

 *Your estimate must relate to this project only - the effect of other initiatives should not be taken into account.*

2.2 Measures to maximise impact - Dissemination, exploitation and communication [e.g. 5 pages, including section 2.3]

	READ ME FIRST		
	What are Dissemination, Exploitation and Communication Activities?		
	COMMUNICATION	DISSEMINATION	EXPLOITATION
Objectives	<p>Promotion of the project and its results. Informing and engaging with society, to show how it can benefit from research. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens.</p> <p>OFTEN – two direction path (results & project activities) e.g. organizing workshop with users, discussing with</p>	<p>Public disclosure of results. Enabling the take-up and use of results.</p> <p>OFTEN – one direction path (mainly presenting results) e.g. presentation to conferences, publication in peer review journal, etc.</p>	<p>Use of the results during and after the project’s implementation. It can be for commercial purposes but also for improving policies, and for tackling economic and societal problems.</p> <p>OFTEN – two directions path (results) e.g. organizing workshop with users, discussing with customers, etc....</p>

	customers, etc....		
Audience	<p>Multiple audiences Beyond the project's own community, including the media and general public. Multiplier effect. Target groups, such as scientific communities, industry stakeholders, policy-makers, etc.</p>	<p>Specialist audiences Groups that may use the results in their own work, including peer groups, industry, professional organizations, policymakers. (In some cases, it can also reach General public, including EU citizens, civil society and mass media)</p>	<p>Specialist audiences Groups that may use the results in their own work, including peer groups, industry, professional organizations, policymakers. (In some cases, it can also reach General public, including EU citizens, civil society and mass media)</p>
Language	Non-specialised language	Scientific language	Scientific language
What?	Covers the whole project (including results). The description of the communication activities needs to state the main messages as well as the tools and channels that will be used to reach out to each of the chosen target groups.	Covers project results only	Covers project results only. At which TRL do you start and how will you reach the TRL you aim for as expressed in the objectives of your proposal? What are the needed business model and marketing activities and how will they be decided amongst partners?
When	Starts at the outset of the project and continues through the lifetime of the project.	Happens only once results are available	Happens only once results can be used
Common Mistakes	Communication is not clearly defined and often confused with Dissemination.	Dissemination is not clearly defined and often confused with Communication.	<ul style="list-style-type: none"> - Lack of clear exploitation strategy (especially relevant for IAs) - Lack of clear indication which results which will be exploited, in which way, by whom - IPR issues (access to background, results exploitation) left to the Consortium Agreement only

- Describe the planned measures to maximise the impact of your project by providing a first version of your 'plan for the dissemination and exploitation including communication activities'. Describe the dissemination, exploitation and communication measures that are planned, and the target group(s) addressed (e.g., scientific community, end users, financial actors, public at large).

READ ME FIRST

Communication Dissemination and Exploitation plan is **COMPULSORY**

Instead of writing an extensive dissemination and exploitation of results plan, you will need to **draft a brief plan aimed at a targeted audience** supporting **section 2.1**, Project's Pathways Towards Impact. Do not worry, hoping that your project will be amongst the funded ones, you will then have to provide **a fully-fledged C&D&E plan within the first 6 months of the project's implementation**. As usual, you are expected to change and update the plan according to new and unforeseen needs within the project.

GET INSPIRED

Communication Dissemination and Exploitation

For building the first version of the plan for the dissemination and exploitation including communication activities you can add a table and list potential activities.

Communication

Activity	Kind of activity	Channels	Related (Project or Programme) Key Performance Indicator (KPI)	Audience (aka Stakeholders)
Publications	Non-scientific Publications	Press release	Number of medias reached locally and internationally and collection of press reports; Number of press releases.	Citizens
Publications	Non-scientific Publications	e-Newsletter	Number of released newsletters	Specialized audience
Publications	Online presence	Social media	Social Media KPI (e.g. Likes, Followers, Shares etc.)	Citizens
(...)	(...)	(...)	(...)	(...)

Dissemination

Activity	Kind of activity	Channels	Related (Project or Programme) Key Performance Indicator (KPI)	Audience (aka Stakeholders)
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Publications	Scientific publications	e.g. <u>Open Research Europe</u>	Number of publications; Number of views, downloads and citations of publications	Scientific audience
Liaison and networking activities	Direct interaction	Conferences	Number of attendees; Number of conferences attended; Number of Feedback from end-users, other stakeholders via Questionnaire /Customer satisfaction	Scientific audience Specialized audience
(...)	(...)	(...)	(...)	(...)
Exploitation				
Activity	Kind of activity	Channels	Related (Project or Programme) Key Performance Indicator (KPI)	Audience (aka Stakeholders)
Market Opportunities Analysis	Maximization of impact of R&I projects	e.g. <u>Horizon Results Booster</u>	Number of stakeholders adopting the intellectual outputs developed in the project	Specialized audience
Clustering	Direct Interaction	Clustering Events and online interaction	Number of meetings with target stakeholders; Number of times stakeholders involve partners in events coherent with the aims of the present project	Specialized audience
(...)	(...)	(...)	(...)	(...)

TIPS

Dissemination and Exploitation plan: How will you make sure your results will be used by your targeted audiences?

Beyond your Project's Communication, Dissemination and Exploitation:

3 tools are already in place to allow a better sharing of the knowledge, meaning that you can a) understand where and to whom address and communicate|disseminate your results before starting your project, while implementing it and at the end (*knowing your audience, future allies or competitors (!) is an endless job!*) or b) give an extra boost to your exploitation plan. 1) and 2) are equivalent because they feed on the same EC repository and datasets. 3) is an additional opportunity and it's up to you to catch it and use it for valorizing your results.

- 1) Horizon dashboard:** as you might already know, a Dashboard is a collection of reports and widgets, which helps users track and analyze the data (in this case ALL the H2020 and FP7 programmes projects). It is a one-stop-shop for data and statistics on research funded

by the EU. Be aware: it is not as intuitive and user-friendly as they say. You will need to fight a little bit with the system and if you need help and support start by reading [this](#) (you're welcome!).

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

- 2) Horizon Results platform:** to allow the EU beneficiaries to advertise the results of their research and to look for investors, collaborators, entrepreneurs, institutions, to take the research one step further and maximize the chance to create value from the funded projects. Be aware that you can only download a maximum of 50 results in a .csv file but!!! From July 2021 you can download the complete H2020 dataset (as a .csv or .xlsx file) and then proceed locally with your pivot tables etc. ([here](#), again you're welcome).

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

- 3) Horizon results boosters:** free consulting services to help project beneficiaries to identify the outcomes to valorize and help them to reach the market. 3 boosters are available: Portfolio Dissemination and exploitation strategy, business plan development, go-to-market support.

<https://www.horizonresultsbooster.eu/>

TIPS

To draft a perfect Communication, Dissemination and Exploitation Strategy in your Horizon Europe proposals

1. Understand that communication is key

You may be a researcher most interested in doing research and considering communication as only publishing or presenting in conferences. The problem is that many stakeholders who are not researchers will not be aware of your research. In addition, a Horizon Europe project is funded with public money from the European Union, which wants its citizens to be aware of the use of their money. Therefore, communication actions are critically evaluated in your Horizon Europe proposals. Drafting an excellent communication plan will help your proposal be successfully evaluated.

2. Do not focus on the media before the message

We usually have ideas for a website, a newsletter or a project video when drafting a Horizon Europe communication plan. But what are we going to tell exactly? To whom? It is better to start your plan by defining your communication objectives, which define clearly the message to be shared and to whom. The message is generally the need(s) and the ultimate benefit(s) of your research. The target audience is as varied as the general population who will benefit from your research results, governments which can have an impact on the use and spread of your research, or investors or businesses which may want to market the outcomes of your research. You understand that **for each audience, there might be a specific message**. Only then come the means, i.e. your communication channels.

3. Do not underestimate the branding of your project

As it was said at the beginning of this template proposal, start with a catchy and easy to remember project name and acronym. You do not necessarily need to get it to be strictly

related to the research you are conducting. The most important is the impact the name and the acronym will have on your audiences. Then, design a logo. And do not do it yourself unless you are skilled in graphic design. You can actually claim the related costs on your project (do not forget to plan it in the proposal). Remember that people retain visual content more than written content, so make sure you have a logo that stands out. Finally, create a graphic charter for any content related with your project, being the website or printed materials. Again, have a professional graphic designer do it for you.

4. Decentralize your communication

A Horizon Europe project is most likely to be a collaborative effort, with partners from different countries. It is best to have a communication plan for each country, given the specificities of them. Then, in the implementation phase of your project, have each partner carry out the communication efforts related with its country. This is the best way to touch local people rather than trying to target them with a standardized international content.

5. Go online and offline

Communication efforts tend to be mostly done online. A website and a presence on social media are a must for any project, and for that we advise you to consider the help of a communication agency, otherwise you will reach too few people. The costs of a communication agency can be claimed in the project, if you plan them at the proposal stage. However, offline efforts are as likely or even more likely to gain you traction. Think about organizing events that target each of your audience categories. It can be conferences for the general public, workshops for the scientists, brokerage events for businesses etc. Be actually creative and think about the impact that your events can have. You can also create small goodies with the project logo on them, which you can distribute to people in these events.

6. Plan resources and time for communication

It has already been said but let us repeat it: you need to plan for a budget, human resources and time for communication activities, all at the proposal stage. Otherwise, either you will not be able to do anything once the project starts or have to do it unfunded and unplanned. This is why the best approach is to plan a work package dedicated to communication and dissemination, and assign it to a professional communicator, either an internal person if you have them, or to a communication agency.

7. Do not confuse communication and dissemination

Both terms are often confused at the proposal stage. Dissemination is all means to spread the results of your project to the targeted audience. Communication is all efforts made to create awareness around what you disseminate, but also about your project, the partners, the EU and the cause you are targeting with your project. Communication is therefore related to dissemination, but encompasses more aspects, such as the reputation and notoriety of your institution or the impact your project will have on society.

8. To patent or not?

Remember that patenting is good and useful, but it is not a “must-have”. You should mention it only if it makes sense and if you really plan to patent your research. You can develop innovations and keep the know-how secret instead of patenting for example.

9. Plan also for beyond the project

A common mistake made by proposal writers is to overlook the planning of communication

activities beyond the project completion. Yet, it is equally assessed by the reviewers since this is related to the long-term impact of your project. Thus, plan for specific communication activities for once your project is completed and has delivered its results.

10. Customize!

Finally, be sure to ADAPT your dissemination and exploitation plan to YOUR project, and not to copy paste it from your previous applications. The reviewers need to see a clear link between the expected impacts and the measures you will take to address them.

 Please remember that this plan is an admissibility condition, unless the work programme topic explicitly states otherwise. In case your proposal is selected for funding, a more detailed 'plan for dissemination and exploitation including communication activities' will need to be provided as a mandatory project deliverable within 6 months after signature date. This plan shall be periodically updated in alignment with the project's progress.

 *Communication*¹ measures should promote the project throughout the full lifespan of the project. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens. Activities must be strategically planned, with clear objectives, start at the outset and continue through the lifetime of the project. The description of the communication activities needs to state the main messages as well as the tools and channels that will be used to reach out to each of the chosen target groups.

 All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project, e.g. standardisation activities. Your plan should give due consideration to the possible follow-up of your project, once it is finished. In the justification, explain why each measure chosen is best suited to reach the target group addressed. Where relevant, and for innovation actions, in particular, describe the measures for a plausible path to commercialise the innovations.

 If exploitation is expected primarily in non-associated third countries, justify by explaining how that exploitation is still in the Union's interest.

 Describe possible feedback to policy measures generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.

• Outline your strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.

 If your project is selected, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project.

 If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

TIPS

Intellectual Property and Technology Transfer

1. Why is it important to consider IP at the proposal stage?

Although you might not yet know precisely the results you will get from your Horizon

¹ For further guidance on communicating EU research and innovation for project participants, please refer to the [Online Manual](#) on the Funding & Tenders Portal

Europe project, it is likely that they will require further and substantial investments to take them to the market. These investments require protection, and this is where intellectual property rights (IPR) come into play. IPR are a competitive advantage to firms and simplify technology transfer to research organizations. Moreover, in a Horizon Europe project, while the collaboration reduces the costs to conduct R&D, it can lead to disagreements in terms of results ownership and use. It is therefore critical to anticipate this by jointly agreeing to IPR rules at the proposal stage, even if the actual binding case will happen if the proposal is funded, when a consortium agreement is written.

2. IPR management is part of the Horizon Europe proposal evaluation

Not only is it useful to consider IPR at the proposal stage, it is also a requirement in its evaluation. The impact section of the proposal is the most obvious place where IPR is assessed. In this section, IPR management will be considered as to how it contributes to the knowledge management and protection of the results of the project in order to better exploit them after the completion of the project. However, IPR management is also considered in two other sections of the proposal. In the excellence section, the use of patent databases to assess the state of the art is well appreciated. Indeed, you have to demonstrate a thorough knowledge of the state of the art and how your project will go beyond it. In the implementation section, describing the capacities and competencies of each partner with regards to how IPR is managed within their organizations can be seen positively by the proposal reviewers. **A useful place where writing down the IPR management can be in the Innovation Management strategy (see In-Depth box above on Innovation management) as a specific paragraph.**

3. Consider both background and foreground IP

In a Horizon Europe proposal, you need to describe both the **background IP**, i.e. the IP that the consortium already owns and will use while starting the project, and the **foreground IP**, i.e. the IP expected to be produced by the project. IP is not necessarily protected such as patents or copyrights and can be data, know-how and scientific studies. In describing the background IP, establish rules to access it, as the partner bringing the IP might want to more or less restrict its access to some or all the partners in the project, or for certain tasks or a limited period of time. In addition to access, also describe how each partner will be allowed to exploit the IP. Have a similar approach to the foreground IP description, with things such as further research, developing / creating and marketing a product / process / service, or standardization activities.

4. You can claim the IP-related expenses in your Horizon Europe project

The good news is that you can claim the costs related with protecting the IP that will be created during your Horizon Europe project, such as **patenting costs**. They have to be budgeted in the “Costs of other goods and services” category.

5. Plan for a strategy for dissemination and exploitation

Describing your IP in your proposal is not enough. You also need to explain how you plan to disseminate and exploit it. You have to consider the following aspects:

- ➔ How results will be protected
- ➔ How background and results will be organized and managed
- ➔ How joint ownership will be treated
- ➔ How the results will be exploited. Choose among further research, product

development, service creation, licensing, assignments (i.e. transfer of ownership), joint-venture, spin-off, standardization activities).

- ➔ Which confidentiality measures are in place.
- ➔ How appropriate is the management structure to deal with IPR management issues.

2.3 Summary

Provide a summary of this section by presenting in the canvas below the key elements of your project impact pathway and of the measures to maximise its impact.

READ ME FIRST The Impact Canvas

The Summary is one of the stars of the new proposal template, proving clarity of vision and substance to the proposal. The Impact Canvas is a table in which you will have to 'summarize' what you wrote in sections 2.1 and 2.2. Being a compact way to visualize the key elements to present what you want to do with your project, it will allow the evaluators an easier comparison between proposals.

You're expected to clearly explain which Dissemination, Exploitation and Communication measures you have decided to adopt to maximize impact.

With the summary canvas the Commission asks you to collect all the key elements of the project's impact pathways and all the measures to maximize the impact in one simple table. You are requested to report:

1. specific needs that triggered the project;
2. expected results by the end of the project;
3. the dissemination, exploitation and communications measures applied to the results;
4. the target groups who will use or uptake the results and will benefits from them;
5. the expected outcomes, such as what changes are being expected after successful dissemination and exploitation of project results to the target groups;
6. the expected impact, underling 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?

Do not add any columns! All the information needed to evaluate the impact criteria has already been mentioned in the canvas.

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	C&D&E	RESULTS
<p><i>What are the specific needs that triggered this project?</i></p> <p><i>Example 1</i> 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><i>Example 2</i> 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><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p><i>Example 1</i> Exploitation: Patenting the algorithmic model.</p> <p>Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration.</p> <p>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><i>Example 2</i> Exploitation of the new product: Patenting the new product; Licencing to major electronic companies.</p> <p>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>	<p><i>What do you expect to generate by the end of the project?</i></p> <p><i>Example 1</i> Successful large-scale demonstrator: Successful large-scale demonstrator: Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</p> <p>Algorithmic model: Novel algorithmic model for proactive airport passenger flow management.</p> <p><i>Example 2</i> Publication of a scientific discovery on transparent electronics.</p> <p>New product: More sustainable electronic circuits.</p> <p>Three PhD students trained.</p>

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><i>Example 1</i> 9 European airports: Schiphol, Brussels airport, etc.</p> <p>The European Union aviation safety agency.</p> <p>Air passengers (indirect).</p> <p><i>Example 2</i> End-users: consumers of electronic devices.</p> <p>Major electronic companies: Samsung, Apple, etc.</p> <p>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><i>Example 1</i> Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.</p> <p><i>Example 2</i> High use of the scientific discovery published (measured with the relative rate of citation index of project publications).</p> <p>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><i>Example 1</i> Scientific: New breakthrough scientific discovery on passenger forecast modelling.</p> <p>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><i>Example 2</i> Scientific: New breakthrough scientific discovery on transparent electronics.</p> <p>Economic/Technological: A new market for touch enabled electronic devices.</p> <p>Societal: Lower climate impact of electronics manufacturing (including through material sourcing and waste management).</p>



The **HOW**
Execution

How to meet
the project's
objectives

3. Quality and efficiency of the implementation

Quality and efficiency of the implementation – aspects to be taken into account

- 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.

3.1 Work plan and resources [e.g. 14 pages – including tables]

Please provide the following:

- brief presentation of the overall structure of the work plan;

TIPS The Work Plan

The work plan explains the **“how” of your project** and is critically assessed by the reviewers of your proposal. It is also the guide for implementing your project if it gets funded, so you had better design it very well!

1. Keep the work plan for (almost) the end of your proposal preparation

Although it takes some time to write it, the work plan should come almost last in your proposal preparation. The only thing to keep for after your work plan is the budget.

This is because you should carefully design your project objectives, concept and methodology first - by building it from the canvas of the Ideal Proposal (see Get Inspired box above) - and even most of your impact section before diving into the details of how you implement your project. **Do not do the reverse, that is to start with filling up the work packages and then defining your objectives and concept.** This will cause you to fail at defining objectives and the concept properly, according to what the call text, instead, seeks for. Remember that a Horizon Europe Proposal is to be **always** built according to the EC *‘desiderata’*.

2. Start by defining your main working steps

The work plan is a division of what you need to achieve in the project into major steps called **work packages** and smaller steps called **tasks**. You should define as many work packages as your project needs but at the same time, keep the number reasonable (between 4 and 8). Work packages should be fairly independent from one another, although there are still some links. The easiest approach to choose your work packages is to make them coherent with your project’s specific objectives (one work package for each specific objective).

Then, once you have defined your work packages, you can divide them into tasks. A work package should be made of several tasks. While work packages can last as long as the project, usually tasks are shorter intermediary achievements.

Make sure to avoid redundancy between work packages and tasks, that is to avoid the same thing being done twice.

3. Describe precisely but concisely the work packages and tasks

The work package description starts with its objectives. If you have followed our advice to align your work packages with your specific objectives, the work package objective is simply the achievement of a project's specific objective. Then, you need to describe each task. The description should be operational, meaning it should explain what will be done and not why it will be done (this goes into the section 1 concept). This description should be consistent with your methodology as described in section 1.3.

Do not forget to define which partner gets the leadership of the task and describe the contribution of other partners. Having the contribution from several partners in each task is very important, since it demonstrates the collaborative value of your project. At the same time, do not involve all the partners in all the work packages since the aim is also to demonstrate the specificity of each partner's skills and contribution.

Finally, each task needs to end with a deliverable. However, do not plan too many deliverables as they will become contractual obligations and having too many of them will consume a lot of project management resources. Describe succinctly what the deliverable will be and who is in charge in the deliverable list and add a deadline for its delivery.

In the past, the European Commission imposed a 2-page limit per work package description. This limit is not applied anymore but should be an indication of how long you should write your work package description.

4. Plan your tasks only once you have listed all of them

The planning of your tasks should come at the end of your work plan definition, because any given task might need some input from another task and this will define its planning. Planning requires both to define how long a task needs to be completed and when it can start based on the inputs from other tasks. Do not underestimate the timing of a task by fitting it with the absolute time you estimate for its completion, because you will not work full time on the task.

5. Define milestones for the key moments your project should be checked

In addition to work packages, tasks and deliverables, the Horizon Europe work plan also includes milestones. These are **key moments** in your project when the European Commission will be able to check that everything goes as planned. Therefore, choose some key events in your project where some major achievements should be completed to be checked. The simplest way to verify the accomplishment of a milestone is to link it to the submission of one or several deliverables. Note that milestones should work as **go/no go gates**, that is in case the condition for the milestone is not met, there should be a contingency plan in place. Therefore, and also because milestones constitute the deliverable's contractual obligations for the consortium, do not plan too many milestones. Three or 4 for a 3-year project is a reasonable number.

6. Be realistic

A frequent mistake is to put much effort on designing the best ever work plan in the proposal phase while forgetting that it must be implemented if your proposal gets funding. To avoid this trap, always keep in mind your capacities as a consortium to implement what you promise while writing your work plan. This can even play at your advantage in the evaluation phase as some experienced reviewers will feel whether your work plan is realistic or not.

7. Check the consistency of your work plan

It is advised to keep your work plan as simple as possible, but in any case, you need to check its consistency. To do so, you can use a **Gantt chart (see Annex 3)**, which is a mandatory content in your proposal anyway. The other mandatory graphical representation in your proposal is a **PERT chart** or equivalent. Contrary to the Gantt chart, the PERT chart does not show any timing of your work plan, but the links in terms of outputs/inputs between the work packages. It is a more high-level representation of your project work plan but it is also a great way to check if your work plan makes sense in terms of consistency with the project's concept.

Please see sections below for further details on how to draft Gantt and Pert Charts.

8. Go to section 4 and link the partners' profiles with the work plan

Although it is not assessed in the evaluation, reviewers actually pay careful attention to the profiles of the project's partners in section 4. One important thing they look for is the demonstration that the partners can contribute properly to the project. To demonstrate that, make sure to include in your profile description the list of each partner's contribution in terms of tasks and complete it with CVs, track record and a list of relevant equipment.

- *timing of the different work packages and their components (Gantt chart or similar).*

READ ME FIRST The Gantt Chart

The Gantt chart was created by Henry Gantt in 1917 and is still today a widely used tool in project management. The Gantt chart is a **graphical representation of the timing of your project's work packages and tasks as well as deliverables and milestones**. Its main purpose is to show how the different project's items are planned in time, but it also shows the links between them. To design a Gantt chart, list all the items (work packages, tasks, deliverables and milestones) in rows, put the time divisions in the right order (for example months) in columns, and draw a dot or a line at the date or between the starting and end dates of each item. You can also represent the links between them, for example when a task's deliverable is used by another task. This is an excellent tool to check if your project is planned properly.

Please see Annex 3 for a Gantt Chart example.

Please note that Annex 3 is composed by 2 different sheets:

- 1) Sheet 1 shows a simple **Gantt Chart Template** that, once filled in, you can add to the Proposal as an image (.png or .jpeg). You can 'shrink' it by using Quarterly timeslots rather than using Months for improving readability.
- 2) If you're willing to use your **Gantt Chart as a working document**, then have a look at Sheet 2! Here you will find a working document that will allow you to structure WPs and Tasks, assign them to the right partners and understand finally if your budget is coherent.

Keep in mind that the number of work packages, tasks, deliverables and milestones should be proportionate to the scale and complexity of the project, so here you have 6, but you can add or delete rows if deemed necessary. Last but not least since the template has 4 different and separate tables for: 1) list of work packages (table 3.1a); 2) description of each work package (table 3.1b); 3) list of deliverables (table 3.1c); 4) a list of milestones (table

3.1d); this template will allow to keep track of all of them and verify the overall coherence and timing (e.g. if WP2 end at M23 the expected deliverable can't be released at M47). Please remember that this IS NOT the Template that you will upload in the Proposal.

- *graphical presentation of the components showing how they interrelate (Pert chart or similar).*

READ ME FIRST The PERT Chart

PERT is an acronym that stands for Program Evaluation and Review Technique and was developed by the US Navy in the 1950s. It is a **graphical representation of the links between tasks** represented as a network. It does not show directly the timing of each task. To design a PERT chart, create a circle/box per event (a WP, a task, milestones or a deliverable) and put it on a timeline. Link the circles/boxes according to the tasks required to link 2 events. The links can be one-to-one, or one-to-many, or many-to-one, or many-to-many, as needed. Draw your events and tasks from left to right in the chronological order they happen. This way, you get a representation of the dependency of the tasks and especially the critical path of the project, i.e. the path between tasks that gets the shortest delivery of the project. Make sure that the work plan presentation is clear and smooth with no gaps or unwanted overlaps. This will convey a very powerful message to the reviewer about your project and will leave a very positive impression.

Please refer to the Annex 4 template for your PERT Chart.

The European Commission requires a PERT chart or similar, which means there should be some alternatives to PERT charts... and **they exist!**

The alternative used in most of the Horizon Europe proposals is to draw a flow chart of the work packages instead of the tasks. There is no representation of time at all, but only of the links between the work packages. The links are represented by arrows between boxes for work packages.

While this representation seems not to bother the Horizon Europe proposal reviewers too much, there are a few considerations to make. First, **include all your work packages**, even those who do not have a link with others. Just represent them as isolated boxes. Then, **choose carefully the links you represent**; the most relevant are deliverables. Finally, position all the elements in a coherent way to simplify the reading of the chart.

READ ME FIRST The key differences between Gantt and Pert Chart

First, there is a graphical difference: **PERT charts are diagram charts** while **Gantt charts are bar charts**. Then, there is a difference in purpose: a PERT chart focuses on the **dependency of relationships between tasks** while a Gantt chart focuses on the **time required to complete a task**. The time to use each chart also varies: a PERT chart is preferable at the beginning of the project as it allows planning for its duration while a Gantt chart is better used during the project since it is easier to modify it as the project goes on. Finally, there is a difference in simplicity: a

Gantt chart is a more straightforward and simpler graphical representation of a project, while the PERT chart can be more confusing in a large project; however, the **PERT chart allows to identify the critical path**, which the Gantt chart does not allow.

- *detailed work description, i.e.:*
 - *a list of work packages (table 3.1a);*
 - *a description of each work package (table 3.1b);*
 - *a list of deliverables (table 3.1c);*
 - *Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. The number of work packages should be proportionate to the scale and complexity of the project.*
 - *You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the Commission*
 - *Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'project management', and to give due visibility in the work plan to 'data management', 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.*
 - *You will be required to update the 'plan for the dissemination and exploitation of results including communication activities', and a 'data management plan', (this does not apply to topics where a plan was not required.) This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned.*
 - *Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the application forms, and the number of person months, shown in the detailed work package descriptions.*
- *a list of milestones (table 3.1d);*
- *a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e);*

READ ME FIRST

The Risk Management section

What is a risk?

A risk is a measure of the probability and consequence of not achieving a project goal. It means a risk is negative by nature and is uncertain and unexpected. It is therefore important to understand its causes and consequences to put risk management procedures in place. Risk management is the process of identifying in advance, evaluating the likelihood and severity and controlling risks by implementing mitigation measures.

How to build a risk management strategy?

At the proposal stage, you are supposed to pre-identify potential risks and evaluate their probability and severity (their impact) with a scale from very unlikely / insignificant impact to very

likely / catastrophic impact. To identify potential risks, refer to previous projects and brainstorm risk lists based on what may go wrong or what is uncertain with the project.

For each risk, provide details on what may cause it, its trigger or reasons for occurring. Then, for each risk, you have to provide some mitigation measures that include the roles and responsibilities of each partner, the budget and schedule of risk management actions, and a definition of the risk communication and consequences.

Put all this information in the risk table provided in the Horizon Europe proposal template (see below).

Once the project starts, you have to continuously update the risk list and risk management plans and obviously proactively monitor the occurrence of any risk.

What are the typical project risks?

Generally, the risks that can occur in a project are related basically with: scheduling, unclear roles and responsibilities, financing, use of resources, technology, deliverable quality, partners commitment; unclear goals, potential customers or users; suppliers and/or subcontractors, decision making process, communication and transfer of information, regulations.

For further hints see the box GET INSPIRED. Critical risks for implementation.

- a table showing number of person months required (table 3.1f);
- a table showing description and justification of subcontracting costs for each participant (table 3.1g);
- a table showing justifications for 'purchase costs' (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A);
- if applicable, a table showing justifications for 'other costs categories' (table 3.1i);
- if applicable, a table showing in-kind contributions from third parties (table 3.1j)

3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]

READ ME FIRST

Building a Consortium in Horizon Europe – Don't Bring Your Friends!

A consortium is at the heart of any Horizon Europe project. Consortium partners, once chosen and settled, will undoubtedly impact the success rates of the project itself. Because of this, building a consortium is a very important stage of the Horizon Europe project development. This is especially true since there are some definite ways to doing it wrong and right.

The basics to building a consortium

Every consortium is composed of at least **3 partners from 3 different countries**. This includes partners coming from member states and/or associated countries (at least one independent legal entity established in a Member State; and at least two other independent legal entities, each established in different Member States or Associated Countries). In most cases **a larger consortium is expected** (although this depends on the exact requirements set in the call text). One of the consortium partners will need to be the Project Coordinator (often unfortunately resulting in a coordination dilemma). In terms of project evaluation, beyond eligibility – the

structure and composition of the consortium is very important and should not be taken lightly. With this in mind, the main challenge is always: how to build a consortium tailored to your project's needs?

What are the right priorities when building a consortium?

The **most common mistake** in building a consortium is **bringing on board the immediate "friends"**: peers, past and present collaborators, etc. We have seen many cases in which the initial core consortium included a set of partners that were already interlinked or related in various ways, even before assessing the real needs of the project. In fact, the main reason for the inclusion of these partners is prior collaboration and personal connection, rather than a result of an in-depth assessment of the project's needs.

However, **when constructing a consortium** that is going to submit a project proposal to the highly competitive Horizon Europe program, **the priorities should be different**:

- ➔ For the **Pre-Award phase** the only thing that matters is **how the reviewers perceive the consortium structure**: What would be the best project definition, and is the consortium perfectly tailored to execute it? In other words – what would be the composition of partners that best serve the project's definition and goals? Are there redundancies? Are there tasks that are not well-covered by the expertise of the consortium?
- ➔ For the **Post-Award – the execution phase** – the goal is to have a **manageable project structure**, with reasonable administrative burden and without having redundant and unnecessary partners.

Building a Consortium: How to do it right

The key to building a consortium the right way is **shifting the discussion focus from partners to functions**. Looking carefully at what the EC is asking for in the Horizon Europe projects shows they want to see a composite of functions that will lead to the expected impact.

1. Analyzing the Functions of the Project

The very first step to building a consortium successfully is to deeply **analyze what would be the best functions to "deliver the goods"**. This should be done early in the process of proposal development.

It should be done vis-à-vis the call text, and in line with the overall agenda and scientific concept that you want to promote. In that context, we wish to remind that the full call text should be addressed by the project definition. If you fail to refer to all of the call text requirements, your application will be less competitive than others. The "functions" planning will be a clear set of requirements for the partner search: you will have a much better view of the kind of partners that you need for the project and their respective roles in the project.

2. Transforming functions to partners

After we are done with designing the project and its functions, we can transform the discussion **back to "partners"** and start searching and recruiting them. Now, if any of your friends or peers qualify to the functional requirements of the project – invite them to join!

Following the above process properly can ensure you formulate a successful consortium for your Horizon Europe project. Of course, this process may involve stepping out of your comfort zone in terms of partnering. But, the ultimate result will be a robust consortium structure that will serve both the highly competitive pre-award phase and the post-award phase. Once such a robust

consortium structure is in place, we urge you to learn more about the process of curating the Consortium Agreement.

Some new definitions we must add.

Some terminology changed with Horizon Europe, but the meaning stays the same. The following provides an overview.

Affiliated Entities are the former H2020 “linked third parties”. These are legal entities that have a link with the beneficiary, in particular a legal or capital link. This **link cannot be limited to the Horizon Europe action** nor be established for the sole purpose of the implementation of the action.

Associated Partners are derived from the “international partner” status in Horizon 2020. Associated Partners are legal entities that work on the Horizon Europe action as described in Annex 1 of the Grant Agreement but **cannot declare costs**. They do not sign the Grant Agreement, but the consortium partners must make sure that some of the articles apply to them anyway, amongst others regarding proper implementation of the action, conflict of interests, ethics, and even record keeping.

⚠ *The individual members of the consortium are described in a separate section under Part A. There is no need to repeat that information here.*

- *Describe the consortium. How does it match the project's objectives, and bring together the necessary disciplinary and interdisciplinary knowledge? Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate. Include in the description affiliated entities and associated partners, if any.*
- *Show how the partners will have access to critical infrastructure needed to carry out the project activities.*
- *Describe how the members complement one another (and cover the value chain, where appropriate)*
- *In what way does each of them contribute to the project? Show that each has a valid role, and adequate resources in the project to fulfil that role.*
- *If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).*
- **Other countries and international organisations:** *If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Work Programme General Annexes B are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.*

TIPS

Consortium as a whole

The “consortium as a whole” section of a Horizon Europe proposal is more critical than you may think. In this section the reviewers are expecting to learn about the synergetic nature of the project and why the consortium partners were selected to participate.

A typical mistake is to replicate texts from partners profiles in section 4.1. Instead, make sure to focus on the functions that the consortium partners fulfill and how these functions contribute to reaching the project's objectives. It is important to ensure there are **no gaps in functionality but also that there are little to no overlaps between the partners in functionality.**

1. Describe how the consortium will allow to achieve the project's objectives

The first thing to demonstrate in your proposal is that you bring in the right people to do what you promise. Therefore, you should illustrate how the consortium is capable of achieving the specific objectives of the project. Of course, not all the partners participate in all the objectives. Thus, you can specify in our table what specific contribution each partner will make in the project to support any of the objectives. Have for example one column per specific objective.

2. Provide the expertise of each partner

In our table, you can illustrate how each partner contributes to any objective by describing briefly its expertise. Provide in just a few lines some arguments to justify the expertise such as by listing past similar achievements or participations in relevant projects.

3. And don't forget the infrastructure and equipment

Add to the expertise the list of the infrastructure and equipment relevant to the project that each partner brings to the consortium.

4. Demonstrate the complementarity of the partners

A right consortium covers the whole value chain without two partners getting the same role. The best way to illustrate that is to have in our table the value chain in rows. Therefore, your table looks like this:

In columns, the specific objectives.

In rows, the parts of the value chain.

In the cells between rows and columns, the expertise/infrastructure/equipment of each partner.

5. Finally, list the industrial/commercial involvement of each partner

If a partner has an industrial or commercial involvement, complete the list of expertise/infrastructure/equipment with it as it demonstrates its capacity to exploit the results of the project.

6. Provide more details in section 4

In a way, section 4 is a more detailed version of what you provided in the "consortium as a whole" section. You have the possibility to individually describe each partner's contribution to the project and provide relevant references such as publications or project participation. Do not hesitate to provide more details here because there is no page limit in section 4, but you have to respect the limit of 5 items for the list of publications or projects.

IN-DEPTH

What it means to be a Horizon Europe Project Coordinator

According to formal European Commission (EC) guidelines, a Horizon Europe project proposal must appoint a consortium beneficiary to serve as the **central contact point and represent the**

consortium towards the EC. This is also known as the '**Coordinator**'. Correspondingly, the coordinator's budget includes a designated share for project management activities.

But what exactly does it mean to be appointed as a Horizon Europe project coordinator?

What are the potential responsibilities and implications of such a role in the project consortium?

What are tips to keep in mind as you choose your project coordinator (or decide to become one yourself)?

Let's see.

The natural process of Horizon Europe project development includes the initiation and framing of the scientific outline, formulating a solid consortium, leading the proposal writing efforts, including the division of work and allocation of tasks, as well as dictating a budget share to each partner, consolidate the administrative sections of the proposal – such as ethical issues and partners profiles – and the actual submission of the complete proposal.

It is common that **the initiator of the project proposal is usually, and almost automatically, the project's coordinator.** However, in many cases it stems from an inertial force of habit that unfortunately may ignore the potential implications that it might have on the project's implementation.

The Coordinator's responsibilities

Once the project is retained for funding, the coordinator is required to initiate and manage the processes of signing the grant agreement (GA) with the EC, and of the consortium agreement (CA) between the partners. After these are settled, it is time for the coordinator to lead and launch the project execution with the other beneficiaries. During the project's lifetime, and in addition to the scientific tasks that the coordinator may have as a consortium partner, there is a line of mandatory responsibilities that the coordinator is obligated to perform.

As written in the "Annotated Model Grant Agreement" article 41.2(b), the Coordinator must:

- ➔ monitor that the action is implemented properly;
- ➔ act as the intermediary for all communications between the beneficiaries and the EC;
- ➔ request and review any documents or information required by the EC and verify their completeness and correctness before passing them on to the EC;
- ➔ submit the deliverables and reports to the EC;
- ➔ ensure that all payments are made to the other beneficiaries without unjustified delay;
- ➔ inform the EC of the amounts paid to each beneficiary, when required under the Agreement

From our experience, the non-exhaustive list below can offer a more holistic look at the Coordinator's responsibilities:

- ➔ Act as the intermediary for all communications between the beneficiaries and the EC;
- ➔ Monitor and control the project's work plan and that the action is implemented properly;
- ➔ Arrange consortium meetings and subsequent reporting;
- ➔ Implement quality procedures for the project;
- ➔ Gather, monitor and consolidate scientific and technical content of periodical reports;
- ➔ Prepare, manage and coordinate project's financial checks;
- ➔ Administration of project resources including budget-related issues;
- ➔ Financial management including distribution of payments to the beneficiaries;
- ➔ Facilitate communication within the consortium on administrative matters;
- ➔ Handle outstanding administrative issues like contract amendments;
- ➔ Consolidate project's deliverables and reports and maintain Quality Assurance including

submission to the EC;

→ Provision of a project management electronic platform.

More important points to keep in mind for Horizon Europe project coordinator

In many cases, the formed collaborations within a Horizon Europe project are new. Therefore, the coordinator must act as the communication facilitator of the consortium partners, usually located in different countries (and potentially with additional projects and obligations in mind), in order to form and engage fruitful collaborative work.

While many coordinators choose to focus their attention on implementing their scientific tasks, the ongoing management of administrative and financial issues of the project are at risk of being neglected or minimised. In some cases, this can go as far as affecting smooth execution.

In order to achieve the planned goals – the attention, cooperation and contribution of all involved partners is essential. This means that the coordinator must be active constantly, and keep a fluent and open communication channel between all parties while closely monitoring the project's progress in order to ensure its smooth implementation.

Having said that, it is made clear that appointing a project coordinator requires a well thought strategic planning, in order to maximize the project's resources, both of time and money. The coordinator has many roles, on top of being the executive administrative and financial manager.

Researchers or scientists interested in scientific leadership, without having to deal with the administrative aspects of the coordination, can opt for having a professional **Project Manager** on board.

Project Manager

The distribution of roles between Administration/Finance and Science/Technology should be clarified from the start in the management strategy, and clearly explained in the submitted proposal. However, this division does not mean a 'clear cut'. It is imperative that the project manager will understand the science on one hand, and have excellent administrative and financial management skills on the other hand, while cooperating and supporting the scientific coordinator and the financial offices of the coordinating entity.

In fact, the Project Manager should not be confined to the administrative and financial issues only, but rather involved in all aspects and process of the project to ensure its success. That way, the Project Manager can provide a complete support system to the scientific leader and the research and innovation activities being performed. Additionally, this professional figure allows the scientific leader to focus on the science and research activities, a time consuming and challenging task as it is, while clearing the way from non-scientific obstacles. This process enables the project to be focused and efficient, and thus deliver better results.

TIPS

How to find an industrial partner for your Horizon Europe project

It can be hard for academic researchers to find and convince the **right industrial partner** as they build a Horizon Europe project. This can be due to many things:

1. Most SMEs and large companies are dealing with **different professional networks** than academic researchers. Finding the right contact point can be challenging.
2. Companies are not academic labs! Industrial companies are mainly focused on **business opportunities** rather than offering a new scientific discovery to humanity.

3. Most companies **lack understanding** of the Horizon Europe grant application process, compared to academics. Often, they even get stuck in the Horizon Europe administrative labyrinth.
4. Many companies may assume that **working with academics isn't efficient**. Some key aspects, such as publication-oriented goals, can be seen as not compatible with a patent-oriented strategy.

Should we renounce to build a strong and successful European consortium? **Absolutely not!**

Today, the EU generally requires you to integrate one or several industrial partners into your Horizon Europe consortium. This is an additional opportunity to boost the project's proposal score and improve your chances to get the grant.

Why the European Union wants you to integrate industrial partners and SMEs into your Horizon Europe project

It is important to understand why the EU requires the integration of industrial partners.

Industrial partners can add value, but only when they are correctly integrated into your project! **If you give your industrial partner an inadequate role, you will not get the grant.**

The European Union wants you to integrate companies into your Horizon Europe grant proposal for the following reasons:

1. **Because SMEs can bring an entrepreneurial mindset to your Horizon Europe project consortium**

When you integrate an SME to your Horizon Europe consortium, there is a good chance that the entrepreneur will alert you whenever something that can be valorized comes up. Industrial partners are not there for the basic science – **their job is to innovate**, which means exploiting an idea and make it come to life. In a few words: as academics, we produce the gold, and SMEs dig to find how to exploit it until we both understand how to make jewels.

2. **Because industrial partners will always refocus the project towards profitable market outcomes**

Did you know that a major conclusion of the H2020 framework program was double-edged?

While the success of scientific outputs could easily be measured by publications and a much stronger worldwide competitiveness, the EU commission also observed that **few of these outputs had actually been pushed into the society**. This is why in the Horizon Europe program, Innovative Europe is one of the three pillars, and many new funding schemes are put in place to encourage the actual transfer of the research outcomes into society.

When your research is turned into a product and, why not, has chances to save lives, everybody wins! From the EU citizens through the economical and societal impact of the project to the partners' (both universities and companies) return on investment, including the research team's notoriety.

3. **Because the industrial partner can be the valorization partner of your Horizon Europe project**

Usually, the SME or bigger company in your consortium will be a good candidate to take care of the valorization aspects of any exploitable results of the consortium. This is an important feature for the EU, to ensure that **the money invested into Horizon Europe turns into economic activity** and that a correct Intellectual Property strategy will be

applied (e.g. patenting before publishing).

4. Because industrial partners are good at engineering

Let's be clear, industrial partners are not well fitted to basic research work.

We can provide here a long list of reasons, the main one being: since companies need profits, they have a different timeline, and pursue short-term deadlines to achieve their long-term strategies. However, when it comes to engineering, private **sector methods can work wonders to provide functioning, industrialized systems.**

5. Because companies are well fitted to take care of industrialization

"Industrialization". Here is a key aspect of a company's role inside a consortium.

As companies have to think about **how they could valorize a technology**, they must ensure that early prototyping will then be scalable. When it comes to industrialization quality procedures, companies are generally the right partners.

Where can you find an industrial partner for your Horizon Europe consortium?

There are several methods to find industrial partners for your Horizon Europe consortium, some of them are very fast, some are more exhaustive. Importantly, some are more selective and enable you to perfectly target the right skills or mindset you need for your project.

Specialized Horizon Europe websites for SMEs and industrial partner search:

Large companies and SMEs putting up their profile on **Horizon Europe partner search** websites are generally more open to Horizon Europe collaboration. This is a good start.

In addition to the European Commission's official portal, you will find below a **list of very useful websites** to find the ideal partner profile for your specific consortium. Don't forget to add your own profile so that other partners may contact you! And then, take the necessary time to browse the profiles of industrials in these databases, and contact them directly.

F&T Portal: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/partner-search>

CORDIS: https://ec.europa.eu/info/research-and-innovation_en

Enterprise Europe Network: <https://een.ec.europa.eu/content/international-partnerships-0>

IMI Partner Search: <https://www.imi.europa.eu/apply-funding/general-overview/finding-partners>

Up2Europe: <https://www.up2europe.eu/>

PNO Innovation Place: <https://www.innovationplace.eu/>

Tables for section 3.1

TIPS

Work Packages/Tasks/Deliverables/Milestones

One of the main issues in Horizon applications is the case where **different work packages (and their corresponding tasks) are written by different partners.** It is quite a common (yet unrecommended) practice to ask each partner to write his/her "own" work packages. The outcome of this is an overall implementation plan which is not well orchestrated with too many gaps, overlaps and illogical parts. In severe cases, this practice leads to a project presentation that actually lacks a clear backbone, rendering the entire implementation structure to be fragile, incoherent, inconsistent and hard to manage.

Surely enough, despite all these weaknesses these kinds of projects can be selected for funding.

But – managing them will become a true challenge.
We'd like to offer a different approach.

Logic and coherence are key.

A coherent logical framework is the best way to go. **Ask the partners for input about their capabilities, capacities, needs and expectations from the project.** However, do not ask them to write the work packages themselves. It is imperative to have a unified single voice in the way the plan is presented. Use the partners' input to structure the work plan. Clarify what is the 'backbone' of the work, which should directly correspond to the overall project objectives and can lead the entire project to the desired outcomes. Then- breakdown to clear blocks of work – the work packages – while ensuring that all work packages are tightly 'glued' to the 'backbone' and that there are no logical gaps on one hand, and no overlaps on the other. When referring to the inputs from the partners, use only the parts that comply with the plan that you have illustrated, and leave out any other elements. This may require negotiations with the partners. If any component is still missing, consider adding another function/role to a relevant partner, or recruiting an additional partner altogether.

Level of details – go deep into the details.

Ask the partners to estimate the time and resources for each of the tasks (not only at the level of the work package). This means person-months allocation per task, per partner, and any other associated costs. Work with the partners to agree on the timeline of the various tasks and how they feed each other. This, again, should be done at the level of tasks and not just at the level of work packages. Making this effort will force the partners to think in more depth about their suggested work, and this is going to be beneficial to all on both fronts, the evaluation front (and how the reviewers will look at it) and the execution front (which will make the plan more accurate and feasible). Sometimes, these details might be based on a rough estimation at the time of the proposal making. It is better to have rough estimations than no estimations at all.

Implementation plan with clear deliverables

The typical mistake that we see is having too many deliverables in the project proposal in general, and per work package in particular. Many believe that the reviewers seek out as many deliverables as possible. However, this is not true. The reviewers seek mainly for a logical framework in the way the work plan is presented, which may also contain a logical set of deliverables. This need not be morphed into a long list of deliverables.

Instead of complying with the above, we recommend listing around **2-3 well-defined and well-thought-out logical deliverables per work package.** Experience shows us that this number of deliverables generally does not become an issue, but rather creates the base for successfully complying with the expected work. In most cases, this will satisfy the reviewers and will definitely prevent overload during the project's execution.

Achieving a solid number of milestones

Similar to the Deliverables, these also serve as a means of progress assessment during the execution of the project. As well, they become **official contractual obligations under the grant agreement.** Since these milestones will be monitored and assessed during the project lifetime, your motivation is to **have as few milestones as possible.** The typical mistake in this context is applicants listing too many milestones on the application file. Our recommendation is to have **3-5 well-defined and well-thought-out milestones for the entire duration of the project.**

Another aspect about the milestones in Horizon Europe project proposals is the issue of "means of verifications". The EC, as well as the reviewers, would like to know how you are going to

demonstrate reaching each milestone. Generally, any kind of dedicated written evidence for that matter will suffice. Additionally, try and link milestones to one (or more) of the existing deliverables. In doing so, you will “catch” two birds with one stone: provide means of verification to the milestones and avoid writing yet another document... Doing that will surely save you time and work during the project execution.

Table 3.1a: List of work packages

<i>Work package No</i>	<i>Work Package Title</i>	<i>Lead Participant No</i>	<i>Lead Participant Short Name</i>	<i>Person-Months</i>	<i>Start Month</i>	<i>End month</i>
				<i>Total person-months</i>		

Table 3.1b: Work package description

For each work package:

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

Objectives

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

Deliverables (brief description and month of delivery)

TIPS

Work Packages in Horizon Europe – how to do it right

Work packages are both the backbone and building blocks of any Horizon Europe project. The work package structure is the means through which the concept presented in the project proposal is realized. In other words – first we explain **what** it is that we want to achieve by outlining the project objectives and the suggested concept. Once this is established, we turn to explaining **how** we are going to achieve this by planning a tangible work-plan, in the form of work packages that breakdown the different tasks, deliverables, and milestones.

1. Work package(s) derive from the project's Concept

The WPs are used to realize the concept of the project, and not the other way around. The typical mistake that we see in many applications is the natural attempt to first develop the WPs before establishing the proposed project's concept. This happens due to various, yet common reasons:

- ➔ Many times, the big picture (the project's Concept) does not exist (or it is only half-baked) at the beginning of the project development process. In severe cases, this big picture is not fully developed even at the later stages of the proposal development.
- ➔ Even when there is a big picture – many project partners usually tend to see and focus only on their part of the project, and not the entire picture.
- ➔ Many applicants “play it by ear”, meaning – they are working to recruit new partners and then adjust the proposal according to the inputs from these new partners, even at the cost of significant deviation from the original big picture (assuming there is one). Generally, this practice is not recommended as it will not yield the best results.

To summarize – **developing a Horizon project from the work packages up is not a recommended practice**. While it is a much more demanding task to work from one holistic, comprehensive project's concept to the detailed and tangible work packages, it is by far the recommended option. Therefore, as a rule of thumb, make sure to follow the inner logic by addressing and establishing the project's Concept first, and only based on that develop the work packages.

2. Linking the work packages back to the project's objectives and concept

As we stressed earlier, the work packages should be derived from the project's concept, which in turn is derived from the project's objectives.

When the time comes to construct the project plan and lay down the work packages structure, it is important to also make it clear to the reviewer how this work plan is actually serving the project's concept and objectives. For that matter, we should illustrate a clear link back to section 1.1 (Objectives and ambition) and section 1.2 (Methodology). The best place to address this is in the work plan overview, at the beginning of section 3.1, where a graphical presentation of the project components is requested (see box READ ME FIRST - the PERT Chart).

3. Work packages to be prepared by one scientific leader

What we often come across is the case where the project is developed from the work packages up, based mainly (or solely) on the inputs and interests of each of the partners. In such cases, little to no significant management or leadership was present. This is clearly not the recommended practice.

When, on the contrary, the project's concept is a result of collaborative thinking and the work of the partners, but **only one scientific leader then turns the products into a unified & comprehensive concept** (which then becomes a detailed work plan and work packages), this is fine.

Therefore, our advice is to nominate a scientific leader (or a small leading team of up to 3 individuals), which will lead the process of developing the project's concept and application. In that sense, collaborative work is limited. The partners will contribute and provide input, but it is the scientific leader that is going to make decisions and manage the process. Experience shows that the results of such a process are much better than the alternative.

(For further details on this, see box TIPS.

Work Packages/Tasks/Deliverables/Milestones)

4. Representing collaborative work in the work packages

The work packages reflect the collaborative work expected in the project and the work package table structure requires listing the participating partners in the work package. It is necessary to detail how many person-months they plan to invest in the work package, and to which tasks they are assigned for participation within the given work package.

Therefore, when preparing the work packages – the scientific leader must collect such input from each of the partners. Additionally, the scientific leader must also make sure they fully understand what is expected from them in that sense and in light of the project's "big picture". It is important to ask all partners to provide as many details as possible, while keeping in mind that each of the partners is following a certain agenda and interests. These interests might not be fully in line with the interests of the project, and for that matter, the input from the partners must be well assessed and adjusted before including it in the work package description.

On top of this, mind the following rules of thumb when referring to the distribution of work between the work packages:

- ➔ **Avoid a presentation of a single partner in a work package.** Aim to demonstrate that collaborative work is present in each work package.
- ➔ **Avoid a presentation of all partners in all the work packages.** The aim is to show the diversity of work in these projects. If all partners are included in all work packages, it may not make sense in the eyes of the reviewers. **As an exception to that**, it might be relevant to put **all partners in "horizontal" work packages** (e.g. the work package that deals with dissemination and exploitation of results).
- ➔ Use the work packages and assignments of tasks to partners within the work packages to express the work flow and the collaborative work (e.g. Task 3 done by partner #7 in WP2 will feed the work of partners #2 and #5 in Task 1 in WP4, and so on). Use it wisely and clearly in a way that will allow the reviewers to follow your logic.

5. Link the work-plan to the profiles of the partners

The full profile description of the partners is available on section 4.1 of the application file.

These partner profiles include general information alongside relevant skills and expertise, main tasks of involvement, CVs & track record of key personnel involved in the project, and relevant infrastructure or technical equipment.

This information is essential for the reviewers when assessing the feasibility of the work-plan, the personnel involved in the execution of the project and the added-value of the collaborative work. Therefore, when drafting the work packages and work plans, we'd recommend to attend and update section 4.1 accordingly:

- ➔ Make sure that the main tasks of involvement of each of the partners is in line with the work plan in each of the work packages.
- ➔ Verify that the CVs and track record of the personnel involved in the project correlates to the expected tasks. Avoid a presentation of personnel that might not be the right one for performing the action.
- ➔ In case there is a need in infrastructure or technical equipment, make sure to elaborate on that in the profile of the relevant partner, while referring to that also in the work packages.

6. Work packages are the primary budget justification

The work presented in the work package is the primary justification to the requested budget. It is imperative that the work-plan will be well designed in order for the reviewers to properly assess the budget request. Investing in this properly will also be beneficial to you and your partners during the execution phase.

The basic (and mandatory) information provided in the work packages about the budget request is the person-months allocation per partner in each of the work packages.

To begin with, this person-months allocation must be well correlated to the work presented in the work package and it must make sense to the reviewers.

We would recommend enhancing this presentation by providing a higher resolution of information to the reviewers. We recommend indicating the person-months allocation at the level of tasks, on top of the basic requirement of presenting this information solely at the level of the work package.

If this is done, higher resolution of details for the work plan will be achieved. In turn, the reviewers will have a better picture that will enable them to better assess the plan. We know from experience that this will probably leave a better impression on the reviewers. They will respect your efforts in producing such higher resolution planning.

**GET INSPIRED
WP1 MANAGEMENT**

Work package number	1	Lead beneficiary	UNIFI				
Work package title	PROJECT MANAGEMENT AND CONSORTIUM COORDINATION						
Participant number							
Short name of participant	UNIFI						
Person months per participant:							
Start month	1			End month	(the project last month)		

Objectives

The overall objective is to ensure a smooth and efficient running of the project.

This implies:

- *to interface with the European Commission;*
- *to manage the project on a day-to-day basis, according to the work plan;*
- *to carry out the overall administrative and financial management of the project, monitoring the use of personnel, time and funds, i.e. resource management;*
- *to verify compliance with the contractual and legal issues, i.e. contract management;*
- *to establish all management structures, committees and working groups;*
- *to establish and monitor effective internal communication procedures;*
- *to anticipate and manage project risks using risk management strategies where possible;*
- *to set up quality assurance and quality control procedures where necessary;*
- *to manage the new knowledge generated by the project;*
- *(...)*

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

WP1 aims specifically at ensuring that the project is appropriately managed in all relevant aspects and that the different tasks are performed according to the project plan, ensuring that specific results are delivered on time and obtained within the budget.

The University of Florence, as Coordinating Partner, will be in charge of the management activities of the project implementing both planning, monitoring and evaluation procedures and administering and managing the budget. Furthermore, it will be the project reference for the European Commission.

In particular, (name of the project) project will be supported by the University's Research Projects Unit, staffed by permanent and temporary members. The Office has been successfully coordinating international multidisciplinary projects since 2004 and very relevantly to this project has over 10 years of experience in handling projects in the framework of many different European programs (VI FP, VII FP, HORIZON 2020, LIFE, LIFE+, COST, LLP, ERASMUS PLUS, ERASMUS MUNDUS, JUSTICE, CREATIVE EUROPE, IMI, etc.). It currently leads 30 research projects as Coordinator and manages the administrative and financial aspects of approximately 150 projects as Partner.

A fully qualified Project Manager, to be especially recruited for the project and with a successful track record of managing EU projects and their budgets, will be responsible for handling the day-to-day activities of the project and performing administrative tasks (e.g. preparation of agendas and associated materials, taking minutes and circulating them to all partners, and following up on action items).

The project coordinator will work closely with the project manager and in conjunction with the Research Projects Unit to ensure all required project management systems are in place for the good performance of the project.

University of Florence's responsibilities will therefore include:

- leading the project team and coordinating the project;*
- implementing the agreed action plan to the agreed standards and deadlines;*
- ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation;*
- taking responsibility for the effective flow of information between team members, participants in project activities, and the EC;*
- submission of the final results of the project to the EC;*

As concerns the financial aspects of the project, the University of Florence will be responsible for budget distribution and, following EC financial rules, will ensure that the budget allocated to each partner is transferred in due time and used efficiently. The Coordinator will collect all the necessary information from partners and prepare the periodic financial reports.

To manage the budget, monthly project and budget monitoring meetings will be held throughout the life of the year between the project coordinator, project manager and the Research Projects Unit.

To keep partners informed in a transparent and efficient manner, outcomes of the meetings will be shared with partners and financial management will be a standing item on the agenda of each transnational meeting.

The contribution required with regard to the project from sources other than the EU grant will be met by the beneficiary and partners' own resources.

All (name of the project) governing activities will draw on the synergy between its professionals (Project Coordinator, Project Manager, Research Projects Unit) to ensure that there is transparency and rigour regarding all aspects of financial management and that finances are managed in line with funding body and University procedures and requirements.

Task 1.1 - Administrative, financial and scientific project management (M 1-48 - Task Leader: XXX in collaboration with all partners)

UNIFI will be responsible for developing the Consortium Agreement (CA) - where the structure of the consortium governance, partners duties and IPR management will be described - and the overall coordination of the project.

UNIFI will be responsible for an effective and efficient flow of information among the project partners. To this end, it will set up an effective communication infrastructure based on scheduled meetings and intranet facilities set up as part of the website (see WPX). The project meetings will be very important for planning the activities and aligning communication between the project partners. (...)

Task 1.2 - Project Quality and Assessment (M 1-48 - Task Leader: XXX in collaboration with all partners)

UNIFI will ensure that all partners fulfill their obligations under the grant and consortium agreements. UNIFI will be responsible for sending the deliverables as well as the periodic technical reports and the periodic financial reports to the EC. It will be the channel through which all communication between

the EC and the project partners will flow. UNIFI will administer the EU grant contributions and will distribute them according to the grant agreement and the decisions made by the consortium. UNIFI will monitor the overall progress of the project and ensure that reports, milestones and deliverables are on time, while each WP leader and co-leader will be responsible for the implementation of their own WP. (...)

Task 1.3 – Ethics and data management (M 1-48 - Task Leader: XXX in collaboration with all partners)

In terms of data management, a Data Management Plan will be developed, in order to describe in detail how the data will be collected and processed during the course of this project, giving specific emphasis on the treatment of innovation once and if this arises. This plan will be actually applied in the course of the project, key lessons will be drawn, and transferred in the project's final conclusions and recommendations sections. (...)

Task 1.4 - Innovation management (M X-48 - Task Leader: XXX in collaboration with all partners)

Setting-up of a multifunctional team made of representatives of each consortium member with relevant expertise able to tackle with a multidisciplinary approach all problematic issues related to the introduction of innovative ideas generated by the project in the market. The team is to meet on a six months basis or should a special need arise. (...)

Task 1.5 (...)

Deliverables (brief description and month of delivery)

D1.1 Consortium Agreement (M6)

D1.2 Data management plan (M6)

D1.3 First year progress report (M12)

D1.4 Second year progress report (M24)

D1.5 Final progress report (M36)

D1.6 Ethic management guidelines (M6) - if relevant

D1.7 Innovation and IP management plan (M6) - if relevant

D1.8 (...)

IN-DEPTH

The governance structure of a European project

As you might know, the management of a grant requires specific skills and practical experience. Only a clear definition of responsibilities will ensure quality control over the activities and guarantee compliance with the project goals.

In the **Consortium Agreement (CA)**, to be signed at the start of the project, will be described the structure of the consortium governance, partners duties and IPR management.

In the following, definitions of a standard governance structure are reported.

General Assembly (GA)

The GA is the governing body within the project governance structure serving as the ultimate decision board for the project. It has decision making power with respect to non-operational,

strategic and long-term issues. The General Assembly (unless decided otherwise in a meeting of the GA) is led by the PC (Project Coordinator) and constituted by one representative for each partner. Usually it meets at least once a year (extra-ordinary meetings of the GA can be requested at any time upon written request of the EB (Executive Board) or 1/3 of the members of the GA).

Executive Board (EB)

The EB is the main executive body for the whole duration of the project, in charge of overall project risk management. The EB (PC and WP leaders) is responsible for managing the operational, day-to-day aspects of the project and represents the forum where the Work Package Leaders (WPLs) exchange, collaborate and discuss cross-WP aspects of the work plan. The structure of the EB will remain the same for the whole duration of the project. The EB is chaired by the PC and gathers at least twice a year to check the coherence of the outputs reached with regard to the consortium's ambitions and the EC contract objectives, and to adjust any of these outputs in case of major changes.

Project Coordinator (PC)

The PC is the contact point with the EC and will be responsible for the continuous follow-up of the project and all the activities listed hereafter: management and coordination, communication, monitoring and Quality Assurance, contractual issues, financial issues, legal issues, commercial issues, and policy issues. The PC will manage and approve the deliverables and milestones as well as monitor risks mitigation measures.

Work Package and Task Leaders (WPLs and TLs)

The WPL coordinates, plans, monitors and reports to the PC about its WP progress (including budget issues). The WPLs also inform, in coordination with the PC, the EB on the progress achieved, results obtained, problems encountered and possible risks, before every EB and GA meeting. WPLs review together with the PC deliverables, milestones, risks and contingency plans related to their WP. Moreover, the WPL coordinates the task leaders' (the role and responsibility of task Leaders, at task level, is the same as the WPLs). The WPL will report regularly (generally every three months) to the PC about the status of its WP.

Advisory Board (AB)

Experts in various disciplines related to the project, belonging to academia and industry, will be invited to join an Advisory Board for the project. The role of Advisory Board members is to shed light on critical decisions to be taken at project level including the potential exploitation routes of the project results). Usually the Advisory Board is composed of voluntary experts.

Project Manager (PM)

The presence of a PM could be very useful. The PM assists the PC in all the administrative and financial aspects of the coordination. The PM is involved in all aspects and processes of the project, ensuring the coordination between the activities while guaranteeing constant compliance with the project goals.

Innovation and Exploitation Manager

An Innovation Manager can be hired for the task related to Innovation Management. According to the project Grant Agreement, his/her responsibilities would be:

1. Establishment of processes to maximize exploitation of the results by partners.

2. Responsible for the identification of project innovations.
3. Responsible for taking together with the Executive Board necessary actions to ensure favorable conditions for innovation and for the effective exploitation of innovations during and after the end of the project.

GET INSPIRED
WPX DISSEMINATION, COMMUNICATION AND EXPLOITATION

Work package number	X	Lead beneficiary					
Work package title	Dissemination and Exploitation						
Participant number							
Short name of participant							
Person months per participant:							
Start month	1			End month	(the project last month)		

Objectives

- Maximize the project impact by disseminating its results and outcomes among targeted beneficiaries interested in the project, i.e. policy-makers, planners, scientific community, private sector representatives, civil society organizations and the wider public;
- Capitalize the project outcomes defining a business model offering consultancy and training to policymakers;
- Exploit the developed tools through the results implementation;
- (...)

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

Task X.1 – Dissemination and communication plan

All partners will define and plan a dissemination and communication strategy at an early stage of the project, devising communication formats and channels suited to the different types of audience. The dissemination team will ensure an appropriate and timely implementation of the various dissemination channels and activities. Dissemination and communication guidelines will be developed to standardize partners' communication outputs.

(...)

Task X.2 – Scientific dissemination (RIA)

This task will entail the elaboration of a scientific outreach and publication strategy agreed among all partners that will make sure that the findings from the project work packages will be disseminated in international conferences and published in high-ranked scientific journals. (...)

Subtask X.2.1 Conference Presentations (MM: 7-36) The findings of the project will be disseminated

through the participation in high-profile international conferences covering...

Each partner will present at least one conference paper per year.

Targeted conferences will be: ...

Subtask X.2.2 Scientific Publications (MM: 7-36) All partners will be involved in the production of high impact journal articles reporting the theoretical and empirical contributions of the project. The outlets selected for the scientific publications will cover the broad range of disciplines at the core of the project.

A first list of targeted journals can thus be: ...

It is expected that each partner will produce at least one article drawing on the findings of the different Work Packages. Furthermore, as part of the publication strategy, a proposal for a special issue reporting and reflecting upon the outcomes of the project will be prepared.

Task X.3 – Dissemination in networking

This task will aim to spread the approaches and results of the project among different networks in order to ensure the dissemination of outcomes. In the first phase of the work, an accurate mapping of the European and extra-European network of local authorities and a plan of the dissemination activities will be defined. (...)

Task X.4 – Exploitation

This task aims to capitalize upon the new knowledge and methods developed to explore and test new business models and economic opportunities.

In order to ensure the project sustainability after its end, this task will develop a business model that offers advice and training activities for municipalities or institutions, directed to the implementation and the use of the instruments.

The task will count on the active involvement of partners, stakeholders and experts in defining priorities for the exploitation strategy and monitoring its implementation, targeting different kinds of stakeholders. (...)

Task X.5 – (...)

Deliverables (brief description and month of delivery)

DX.1 Complete exploitation, dissemination and communication plan (M6)

DX.2 Final report on dissemination activities (M36)

DX.3 Business model (M36)

DX.4 (...)

Table 3.1c: List of Deliverables²

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

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
x	Data Management Plan					M6

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>.

For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

- R: Document, report (excluding the periodic and final reports)
- DEM: Demonstrator, pilot, prototype, plan designs
- DEC: Websites, patents filing, press & media actions, videos, etc.
- DATA: Data sets, microdata, etc.
- DMP: Data management plan
- ETHICS: Deliverables related to ethics issues.
- SECURITY: Deliverables related to security issues
- OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level:

Use one of the following codes:

- PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in *CORDIS* project’s page)
- SEN – Sensitive, limited under the conditions of the Grant Agreement
- Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444
- Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444
- Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

Delivery date

Measured in months from the project start date (month 1)

² You must include a data management plan (DMP) and a ‘plan for dissemination and exploitation including communication activities as distinct deliverables within the first 6 months of the project. The DMP will evolve during the lifetime of the project in order to present the status of the project’s reflections on data management. A template for such a plan is available in the [Online Manual](#) on the Funding & Tenders Portal.



Table 3.1d: List of milestones

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

KEY

Due date

Measured in months from the project start date (month 1)

Means of verification

Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is ‘up and running’; software released and validated by a user group; field survey complete and data quality validated.

Table 3.1e: Critical risks for implementation

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

Definition critical risk:

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

Level of likelihood to occur: Low/medium/high

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

Level of severity: Low/medium/high

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

GET INSPIRED
CRITICAL RISKS FOR IMPLEMENTATION

Description of risk	Work package(s) involved	Proposed risk-mitigation measures
<p><i>Poor involvement of partnership</i></p> <p>Level of likelihood: low/medium/high Level of severity: low/medium/high</p>	(...)	<p><i>The project management strategy will be designed in order to tackle in a timely manner all possible issues that might arise during the project implementation.</i></p> <p><i>The project coordinator is a well experienced manager and will be assisted by the offices in charge for project management.</i></p>
<p><i>COVID-19 crisis (Difficulties in implementing projects activities)</i></p> <p>Level of likelihood: low/medium/high Level of severity: low/medium/high</p>	(...)	<p><i>Face-to-face consortium meeting will be rescheduled making an extensive use of online meetings.</i></p> <p><i>Projects related activity will be postponed after confinement measures would be over.</i></p>
<p><i>Too limited or non-relevant case studies</i></p> <p>Level of likelihood: low/medium/high Level of severity: low/medium/high</p>	(...)	<p><i>The network engaged is large and diversified, ensuring the availability of diverse but convergent cases of studies.</i></p> <p><i>Clear criteria for the case studies selection will be identified during the first project meetings.</i></p>
<p><i>Recognition and reputation of the project remains limited to a small circle of experts.</i></p> <p>Level of likelihood: low/medium/high Level of severity: low/medium/high</p>	(...)	<p><i>A strategic Communication and Dissemination plan will help the consortium to understand how to effectively reach all relevant stakeholders.</i></p>
(...)	(...)	(...)

Table 3.1f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

Table 3.1g: ‘Subcontracting costs’ items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name		
	Cost (€)	Description of tasks and justification
Subcontracting		

Table 3.1h: ‘Purchase costs’ items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for ‘travel and subsistence’, ‘equipment’, and ‘other goods, works and services’) exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining costs are below 15% of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: ‘Other costs categories’ items (e.g. internally invoiced goods and services)

Please complete the table below for each participant that would like to declare costs under other costs categories (e.g. internally invoiced goods and services), irrespective of the percentage of personnel costs.

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
...		

Table 3.1j: ‘In-kind contributions’ provided by third parties

Please complete the table below for each participant that will make use of in-kind contributions (non-financial resources made available free of charge by third parties). In kind contributions provided by third parties free of charge are declared by the participants as eligible direct costs in the corresponding cost category (e.g. personnel costs or purchase costs for equipment).

Participant Number/Short Name			
Third party name	Category	Cost (€)	Justification
	Select between <i>Seconded personnel</i> <i>Travel and subsistence</i> <i>Equipment</i> <i>Other goods, works and services</i> <i>Internally invoiced goods and services</i>		

TIPS THE BUDGET

Although it is not one of the main evaluation criteria for a Horizon Europe proposal, a perfectly prepared budget will help you with the assessment of the quality of your proposal. Indeed, the reviewers will have to assess the **coherence between the work planned and the resources**.

This is actually one of our main pieces of advice: make sure that your planned budget allows you to achieve your project's objectives and goals. This is why we advise not to **start writing your proposal** with the work plan and the budget, but **with the excellence section** where you describe your project's objectives and background. This is no surprise if the proposal template starts with excellence and finishes with the budget, so in writing your proposal, follow the template.

Although you might want to take a top-down approach for budgeting with your consortium, with a first division of the overall budget and attribution to each partner, we recommend you take the opposite bottom-up approach. With this approach, **each partner plans for its needs** and then negotiations can start if the overall budget exceeds the maximum allowance. It has two advantages: it allows a more accurate budget and it makes the reviewers able to see the relative efforts of each partner in the project.

1. Start with planning for the Personnel Costs (PCs)

The personnel costs are likely to be your biggest cost category. They are directly related to the achievement of your project objectives, so start with them. Especially in projects where there is not a physical product development (e.g. mobile applications, IT related projects) PCs can constitute up to 60 or even 70% of the total budget. Even though there is not a specific threshold for the maximum share, it is important to present a realistic and balanced distribution of these costs.

Once and only once you have a **final work plan** with work packages and tasks and the roles of each partner allocated, define:

a) how many person-months your organization plans for each task.

A person-month is one month of full-time employment of any employee in your organization (or two employees working half time, etc.). This definition may seem redundant, but the misinterpretation of what a PM actually is, is a quite common mistake in such applications. You do not need to provide details about how each person will commit to the project, just the overall staff efforts for your whole team. The number of PMs that will be needed for each Work Package (WP) of the Work Plan will be defined by the workload of each task and from its respective duration. A very common mistake applicants do is to distribute a very high number of PMs for a task, aiming to achieve a higher budget (for instance, having 50PMs to deal with the project management or with administrative tasks of a 2-year collaborative project, means that the beneficiary will need to have two employees, working full-time for 24 months, for the project management needs of the submitted project ONLY; this is not realistic at all, considering that not only there will be project management gaps in the timeline of the project, but all partners will need to dedicate some PMs for the project management).

Calculation tip: An easy and efficient way to calculate the number of PMs is to add a relevant column in the Gantt Chart (as you can see in Annex 3). This will allow you to have

the overall picture of the personnel effort of your project and avoid overloading tasks with unnecessary PMs. This is quite helpful in collaborative projects.

As such, defining the needed roles of your personnel (e.g. R&D, engineer, developer, administration personnel, sales people, project managers) for each task and connect them for to the relevant WP(s) can lead to a realistic and accurate calculation of the PMs that will be needed from each applicant.

b) Salary per person per month.

In the budget table on the online form, you are requested to only provide the total costs of all the contributors in your organization. No need to detail per person. So, you calculate an **average person month rate** for your organization and you multiply it by the staff efforts expressed in person-months.

You need to come up with only one number: the overall personnel costs of your participation in the project.

Here we talk about the gross salaries of the employees (including additional charges such as payment to social insurance bodies, among others). These salary costs shall not extensively exceed the rates corresponding to the usual remuneration policies of the applicants, as in case the project is funded, time sheets and pay slips need to be provided to justify these costs, among others. An important note here is that the average salary per PM massively depends on the location (country) of each application (the average salary in Benelux and North Europe for instance, is quite higher compared to the Mediterranean countries). As such, a high range of PCs costs are quite common in collaborative projects, where multiple entities from all over Europe are involved.

Calculation tip: *Create and excel tab and add the following additional parameters next to each employee: dedication (in %), total duration of assigned tasks (in months) – multiplying those two you can get the total number of PMs for each employee for the whole project. By adding another column with the monthly salary cost you can easily calculate the total personnel costs per employee category (e.g. technician, director, sales, etc.)*

2. Plan now for the travel expenses

In almost all Horizon Europe proposals, you will have trips to take part in the project. Plan them carefully because if you do not plan enough you will be limited when your project starts. The European Commission does not provide any specific rule with regards to how travel expenses are planned but common sense prevails: do not overestimate neither the travel requirements, nor the cost of each trip. You had better justify each trip. A good way to calculate the costs of each trip is to use the **official EU per-diem rates**. They provide a daily rate that accounts for everything (food, accommodation etc.) except the transports, in any European country. Then add costs for transports for each trip.

3. Provide your equipment costs

You can claim the equipment costs only for the equipment used in the project and based on the depreciation value during the project duration.

4. Plan for the other goods and services costs (Purchase costs items)

The other goods and services costs are everything other than personnel costs, travel and equipment expenses (except cost of subcontracting, see next section). This is where you

count your **consumables**, the costs for **dissemination** and **communication**, the costs related with **patenting** etc. Have a justification for each cost though and do not forget that these costs must be necessary for the project completion.

This is also the category where you can claim the reimbursement of the costs of producing a **Certificate on Financial Statements**. A CFS is an audit certificate provided by an external auditor that will check all your financial statements during the project to approve them to the European Commission. A CFS is necessary only if your overall budget exceeds 430.000 euros.

5. Beware of the costs of subcontracting

You might need to subcontract some parts of your project, such as for example with hiring a law firm to check the patents. This is to be claimed in the subcontracting costs but be careful not to claim too much and keep in mind that the core activities of the project must be carried out by the project partners, not subcontractors.

6. Understand the indirect costs

Indirect costs function in connection with the eligible direct costs. The percentage of these costs is fixed and it can vary, depending on the programme, but it can reach up to 25% of the aforementioned direct costs. On a good note, detailed justification is not needed and as such, many entities use them to cover expenses that cannot be easily justified (e.g. success fee of consulting companies that undertake the proposal submission process). In Horizon Europe jargon, these are called indirect costs and are **added on top of all the costs that we have reviewed together so far, except the subcontracting costs**.

7. The multiple parts of the proposal that refer to your budget

Now that you have finalised your budget in your Excel spreadsheet, you will understand why it is advised to do that before entering the data in the proposal: this is because the data have to be put in multiple places and any change might lead to mistakes or forgotten updates. Let us review where in the proposal you put each budget item:

→ In section 3:

- In table **3.1a. List of work packages**
Enter the total number of person-months for the whole consortium per work package.
- In table **3.1b. Work package description**
Enter, for each work package, the number of person-months per partner.
- In table **3.1f. Summary of staff efforts**
Enter the person-month per partner and per work package, as well as the totals. This table is a summary of the previous tables and should perfectly reflect and summarize the information provided in the various work packages.
- In table **3.1g Subcontracting Costs Items**
Each partner should describe the tasks that it is going to subcontract (if any) and proper justification for that, alongside the associated costs.
- In table **3.1j In-kind contributions provided by third parties**
Provide, for each partner, the costs and details about the work performed by affiliated entities/third parties (these are contributors to the project which are

not partners but have a contractual link with a partner, and that are required to carry out a minor part of the project)

– In table **3.1h. Purchase Costs Items**

Enter the Information and justification for purchase costs of the following cost categories (per partner): travel and subsistence, equipment and/or other goods, work and services. The rule here is that each partner should provide details for the purchase costs that sum up over 15% of the personnel costs allocated to the partner. The sum of the remaining purchase costs that are below the 15% mark (of personnel costs) can be presented here without additional justifications.

– In table **3.1i Other cost categories**

Add those costs that you cannot include in the previous cost categories, such as internally invoiced goods and services. Keep in mind that most of these “other costs categories” cannot benefit from the addition of the 25% flat rate of indirect costs.

→ In the online form **budget table:**

– Provide the overall **personnel costs in column A.**

Costs for employees (or equivalent), seconded personnel and the formerly so-called in-house consultants are now calculated in a different way under Horizon Europe, and documented slightly differently, too. No longer will calculations per last closed financial year be used. Instead, the calendar year will be implemented.

– Enter the **costs of subcontracting in column B.**

Please note that this cost category cannot benefit from the addition of the 25% flat rate of indirect costs!

– Put the **purchase costs in column C, D and E.**

Purchase costs is a renaming of the budget category that was known as H2020 “other direct costs”, covering travel and subsistence costs, equipment as well as other goods, works and supplies, such as consumables, dissemination costs and publications, to name a few. The rules for the eligibility of equipment costs are the same as under Horizon 2020, since the general rule is that only depreciation costs are eligible for funding, and only the part that corresponds to the actual use of the equipment for the action.

– Horizon 2020 article 11 on “**in-kind contributions against payment**” did not make it to the Horizon Europe Grant Agreement, but the costs can still be eligible for funding under the **personnel cost provisions (as seconded personnel - Column A) or as other types of purchase costs (Columns C, D, E).**

– **Internally invoiced costs (Column F)**

If you have previously charged costs for goods or services which are produced or provided within your organization as internal unit costs, then you probably have to recalculate the costs before charging them to your Horizon Europe action. Examples for internally invoiced costs include self-produced consumables (e.g. electronic wafers, chemicals), specialized premises for hosting the research specimens used for the action (e.g. animal house, greenhouse, aquarium), standardized testing or research processes (e.g. genomic test, mass spectrometry analysis), use of specific research devices or research facilities (e.g.

clean room, wind tunnel, supercomputer facilities, electronic microscope). The new rule is that you can now include actual indirect costs according to your usual cost accounting practice. This means also that you can no longer apply the 25% flat rate for indirect costs on top of your unit costs anymore. Depending on your usual calculations, these goods or services will have different eligible unit costs for Horizon 2020 and Horizon Europe, respectively.

- Do not forget to **enter the claimed costs in the last column**, which in some special cases like in the participation of non-eligible partners might be 0 but are the same costs as in column J for most of you.

➔ **Last but not least:** check that the overall cost of the project (direct + indirect costs) does not exceed the maximum allowed budget defined in the call text!

8. The unwritten rules

- ➔ Avoid allocating more than 30% of the budget to one partner.
- ➔ Avoid allocating more than 40% of the budget to one country.
- ➔ The budget allocated to project management should be kept between 5 and 5.5%.
- ➔ You can plan a similar budget (5%) to the dissemination and communication activities.

This is how the online Budget Table looks like:

Administrative forms
 Proposal ID SEP-210779914
 Acronym xxx

3 - Budget

				A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
No.	Name of beneficiary	Country	Role	Personnel costs/€	Subcontracting costs/€	Purchase costs - Travel and subsistence /€	Purchase costs - Equipment/€	Purchase costs - Other goods, works and services/€	Internally invoiced goods and services/€ (Unit costs-usual accounting practices)	Indirect costs/€	Total eligible costs	Funding rate	Maximum EU contribution to eligible costs	Requested EU contribution to eligible costs/€	Max grant amount	Income generated by the action	Financial contributions	Own resources	Total estimated income	
1	Università Degli Studi Di Firenze	IT	Coordinator								0.00		0.00	0	0.00				0.00	
TOTAL																				

STANDARD MODULAR EXTENSION OF PROPOSAL TEMPLATE:

1. FINANCIAL SUPPORT TO THIRD PARTIES

- **PART A: No additions**
- **PART B: Add an additional annex with information on financial support to third parties**

Financial support to third parties

 For more information on terms and conditions: see *Work Programme General Annexes section B and Horizon Europe Model Grant Agreement Articles 6.2.D.1 and 9.4*

READ ME FIRST Financial support to third parties

In the Horizon Europe programme there are topics that, under specific conditions, grant a budget to basically open a second call and provide financial support to third parties. Some of these beneficiaries can include SMEs, startups, scaleups, and mid-cap companies, but also natural persons receiving scholarships. The European Commission first introduced this funding mechanism in Horizon 2020, and confirmed it now in Horizon Europe.

The Financial support to third parties is a budget category that covers cascading grants, prizes or similar. Cascading grants that may be given via a financial donation to natural persons (e.g. allowance, scholarship, fellowship) or legal persons (e.g. non-repayable financial assistance to local NGOs), seed money to start-ups or microcredit, or other forms. Prizes are given on the basis of a public contest organized by the beneficiary.

Few simple rules

- ➔ The recipients of the financial support are not consortium partners and do not become party to the Grant Agreement (do not sign the GA). It is important to keep in mind that they do not implement action tasks, but they benefit from them and receive (indirectly) a part of the EU funding. Therefore, the Grant Agreement mentions them and defines their role (rights and obligations);
- ➔ Costs of financial support to third parties must be declared as actual costs;
- ➔ The costs must comply with strictly eligibility conditions listed in the Horizon Europe Grant Agreement (6.2.D.1 and 9.4), for example:
 - fulfil the general conditions for actual costs to be eligible (i.e. incurred during the action duration, necessary, linked to the action, etc.);
 - ensure objective and transparent selection procedures;
 - respect the maximum amount and the limit for single recipients.
- ➔ If you involve (and you are allowed to) this type of funding, you (and the consortium) will be responsible for the proper use of the funding by the recipients of the financial support to third parties and must ensure that they comply with certain obligations (e.g. avoiding conflict of interest, confidentiality and security obligations etc.).

PAY ATTENTION! Projects may involve financial support to third parties **ONLY** where this is explicitly allowed in the topic conditions and **IF** giving such support is part of the project activities.

[OPTION financial support in the form of a grant]:

Financial support in the form of a grant awarded after a call for proposals

Where this possibility is indicated under the relevant topic in the Work Programme and in the relevant calls for proposals, provide a description of the use of financial support to third parties. This description must address at least the following:

1. clearly detail the objectives and the results to be obtained and
2. contain the following specifications (as a minimum):
 - a) the maximum amount of financial support for each third party; this amount may not exceed 60 000 EUR, unless explicitly mentioned in the work programme topic
 - b) the criteria for calculating the exact amount of the financial support
 - c) the different types of activity that qualify for financial support, on the basis of a closed list
 - d) the persons or categories of persons that may receive financial support, and
 - e) the criteria for giving financial support

Please check in the Work Programme and call for proposals if there are other conditions that apply and, if so, include them in the specifications or in any other element of the proposal as appropriate.

[OPTION financial support in the form of a prize]:

Financial support in the form of a prize

Where this possibility is indicated under the relevant topic in the Work Programme, provide a description of the use of financial support to third parties. This description must address at least the following:

1. clearly detail the objectives and the results to be obtained and
2. contain the following specifications (as a minimum):
 - a) the eligibility and award criteria
 - b) the amount of price and
 - c) the payment arrangements

Please check in the Work Programme and the call for proposals if there are other conditions that apply and, if so, include them in the specifications or in any other element of the proposal as appropriate.

CLINICAL TRIALS

- **PART A: Additional question**
- **PART B: Add an additional annex with information on clinical trials**

CALLS FLAGGED AS SECURITY SENSITIVE

- **PART A: No additions**
- **Part B: Add an additional annex with information on security**

READ ME FIRST

Calls flagged as security sensitive

Pay attention to the specific conditions (**eligibility conditions**) of each topic! The European Commission **a priori** considers some activities, resulting from certain topics, may **involve using classified background and/or producing of security sensitive results** (EUCI and SEN). This is the case in which you are explicitly required to add further information in the dedicated section.

Definitions

- **European Union classified information (EUCI)**. According to the Commission Decision (EU, Euratom) 2015/444 of 13 March 2015 on the security rules for protecting EU classified information, “European Union classified information (EUCI) means any information or material designated by an EU security classification, the unauthorized disclosure of which could cause varying degrees of prejudice to the interests of the European Union or of one or more of the Member States”.
- **Classified background information** is information (documents/deliverables/materials) that is already classified by an EU institution, EU Member State, non-EU country or international organization, which is envisaged to be used during and for the purposes of the project.
Don't forget that if you intend to use classified background, you **MUST** obtain **formal written authorization**, in advance, by the originator of the classified information, which is the entity (EU institution, EU Member State, third state or international organization) under whose authority the classified information has been created and classified.
- **EU classified foreground information** is information (documents/deliverables/materials) planned to be generated as a result of the project and which needs to be protected from unauthorized disclosure. The originator of the EUCI generated by the project is the European Commission
- **Misuse**. Specific activities of certain projects, even if you carry out them with benign intentions, might involve or generate materials, methods, technologies or knowledge that could be misused for malevolent purposes and could have the potential to generate substantial direct impacts on the security of individuals, groups or States. If your project activities lead to results whose unauthorized disclosure could prejudice the interests of the EU or its Member States, they must be protected and, when appropriate, classified.

In general, when preparing a proposal to be submitted under any of the Horizon Europe calls, you are required to conduct a **Security Self-assessment** starting with the completion of the **Security Issues Table** (included in the part A of the Application form), indicating if the proposed activity will use and/or generate information which might raise security concerns. In case your proposal is submitted under a **call or topic, which is a priori flagged** by the European Commission as security sensitive, you are also required to complete the security section in the part B:

- ➔ describe all the potential **security issues** and **explain how you intend to address them** BUT remember that the Funding & Tenders Portal electronic exchange system must NOT be used for classified information. The description allows the Commission to analyze the situation and provide you with appropriate assistance for addressing them;
- ➔ list the **project-specific security requirements** linked to the EUCI (e.g. classification levels, access by consortium-members which are international organizations or entities

from non-EU countries, etc.). List all entities that need to access the classified background and foreground information, even if they are from the project consortium (probably not everyone will need to access all the classified information).

- Envisage the presence of a **security advisory board** and a **project security officer**, who must have appropriate security clearance.

USEFUL LINKS

HORIZON EUROPE WEB SITE

https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

THE FUNDING AND TENDERS PORTAL

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

CORDIS EU PLATFORM

<https://cordis.europa.eu/projects/en>

HORIZON DASHBOARD

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

HORIZON RESULTS PLATFORM

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

HORIZON RESULTS BOOSTERS

<https://www.horizonresultsbooster.eu/>

HORIZON EUROPE STRATEGIC PLAN (2021 – 2024)

https://ec.europa.eu/info/sites/default/files/research_and_innovation/funding/documents/ec_rtd_horizon-europe-strategic-plan-2021-24.pdf

THE EUROPEAN COMMISSION'S PRIORITIES FOR 2019-2024

- A European Green Deal - https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en
- A Europe fit for the digital age - https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age_en
- An economy that works for people - https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age_en
- A stronger Europe in the world - https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world_en
- Promoting our European way of life - https://ec.europa.eu/info/strategy/priorities-2019-2024/promoting-our-european-way-life_en
- A new push for European democracy - https://ec.europa.eu/info/strategy/priorities-2019-2024/new-push-european-democracy_en

GENDER DIMENSION

- European Institute for Gender Equality - <https://eige.europa.eu/>
- Toolkit gender in EU-funded research - <https://op.europa.eu/en/publication-detail/-/publication/c17a4eba-49ab-40f1-bb7b-bb6faaf8dec8>
- Gender Portal - <https://www.genderportal.eu/>

- FAO Agri-Gender Statistics Toolkit - <http://www.fao.org/3/i5769e/i5769e.pdf>

OPEN ACCESS - REPOSITORY AND PUBLICATION

- FLORE, FLOrence REsearch - <https://flore.unifi.it/>
- Zenodo - <https://zenodo.org>
- European OpenAIRE program - <https://www.openaire.eu/>
- ORE, Open Research Europe - <https://open-research-europe.ec.europa.eu/>
- EOSC, European Open Science Cloud - <https://www.eosc-portal.eu/>
- ERA European research area
https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/our-digital-future/era_en

DATA MANAGEMENT

https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-data-management/data-management_en.htm

CHOOSING THE BEST TITLE AND ACRONYM

- <https://acronymify.com/>
- <https://acronym-generator.com/>

PARTNER SEARCH

- F&T Portal - <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/partner-search>
- CORDIS - https://ec.europa.eu/info/research-and-innovation_en
- Enterprise Europe Network - <https://een.ec.europa.eu/content/international-partnerships-0>
- IMI Partner Search - <https://www.imi.europa.eu/apply-funding/general-overview/finding-partners>
- Up2Europe - <https://www.up2europe.eu/>
- PNO Innovation Place - <https://www.innovationplace.eu/>

PATENT SEARCH

- <https://worldwide.espacenet.com/>
- <https://patents.google.com/>

REFERENCES

HORIZON EUROPE PROGRAMME GUIDE

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf

HORIZON EUROPE ANNOTATED GRANT AGREEMENT (AGA)

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf

EU FUNDING & TENDERS ONLINE MANUAL

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/om_en.pdf

HORIZON EUROPE WORK PROGRAMME 2021-2022. GENERAL ANNEXES

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf

EU GRANTS - HOW TO HANDLE SECURITY-SENSITIVE PROJECTS. PROJECTS WITH SENSITIVE AND CLASSIFIED INFORMATION

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/how-to-handle-security-sensitive-projects_en.pdf

CLASSIFICATION OF INFORMATION IN HORIZON EUROPE PROJECTS

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/classification-of-information-in-he-projects_he_en.pdf

A NEW HORIZON FOR EUROPE. IMPACT ASSESSMENT OF THE 9TH EU FRAMEWORK PROGRAMME FOR RESEARCH AND INNOVATION

<https://op.europa.eu/en/publication-detail/-/publication/00d78651-a037-11e8-99ee-01aa75ed71a1>

MITIGATION OF POLITICAL & REGULATORY RISK IN INFRASTRUCTURE PROJECTS INTRODUCTION AND LANDSCAPE OF RISK

http://www3.weforum.org/docs/WEF_Risk_Mitigation_Report14.pdf

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Annexes

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Annex 2: Projects Collection Template

Annex 3: Horizon Europe, Gantt Chart

Annex 4: Horizon Europe, Pert Chart



PROJECT TITLE: ...

GENERAL INFORMATION

Programme	Horizon Europe
Cluster/Mission	
Destination	
Topic ID	
Title	
Deadline date	
Expected EU contribution per project	
Number of projects expected to be funded	
Type of action	
Link	

TOPIC DESCRIPTION

Expected outcomes	
Scope	
TRL	
Specific Topic Conditions	

PROJECT IDEA

Description and Objectives

Expected results

**Draft work plan
(if available)**

Project Duration

**Starting TRL/
Final TRL**

**Total Budget
Estimate**

Partners

SYNERGIES-STATE OF THE ART --> can bring some new ideas and hints for synergies for your Proposal!

Acronym	ID	Description	Website	Contact
BioSolWaRe	LIFE13 ENV/FR/000711	Bio-Solar Water Recycling. Demonstration wastewater treatment system dedicated to freshwater reuse and recycling. The project aims at improving wastewater treatment in order to fight water scarcity and the degradation of water ecosystems. BioSolWaRe-LIFE will develop and test an innovative and more efficient wastewater treatment method based on an ecological process called bio-solar purification (BSP). This process uses biological and solar technologies to enable 80% water reuse and the recovery of greenhouse gas and organic wastes.	http://www.life-biosol.eu/	Samuel DE LA ROCHEBROCARD Tel: +33 (0) 486 390 588 Fax: 33974447011 Email: heliopurtech@gmail.com
REFERTIL	GA - 289785	Reducing mineral fertilisers and chemicals use in agriculture by recycling treated organic waste as compost and bio-char products. GA - (289785) the 7th Framework Programme RTD, Theme 2 - Food, Agriculture and Fisheries, and Biotechnology. 2007-2013 (October 1, 2011-Oct 2015)	http://refertil.info/project	Edward Someus (biochar S& T senior engineer) biochar@3ragrocarb.on.com Terra Humana Ltd.
SOIL CARE	H2020 -GA n° 677407	Soil for profitable and sustainable crop production in Europe The overall aim of SoilCare is to identify and evaluate promising soil improving cropping systems and agronomic techniques increasing profitability and sustainability across scales in Europe. A trans-disciplinary approach will be used to evaluate benefits and drawbacks of a new generation of soil improving cropping systems, incorporating all relevant bio- physical, socio-economic and political aspects.	https://www.soilcare-project.eu	Rudi Hessel Project leader rudi.hessel@wur.nl +313174686530
CIRCULAR AGRONOMICS	H2020 GA no. 773649	Circular Agronomics will contribute to making the European agri-food system an integral part of a Circular Economy. This will be achieved by increasing resource efficiency and the recovery and re-use of nutrients while addressing associated environmental challenges such as greenhouse gas (GHG) and ammonia emissions and the eutrophication of water bodies due to excessive nutrient leakage.	https://www.circularagronomics.eu/consortium/	Victor Riau Arenas, PhD Researcher Torre Marimon, 08140. Caldes de Montbui (Barcelona), Spain. Phone: +34 934674040

READ ME FIRST. Why should I collect informations concerning EU Past and Running Projects ?

State of the Art	Synergies	Partnership	Capitalization
<p>You probably have a very GOOD idea, but maybe you are not the first one that had it. And a simple search in the published literature may not be enough. There is a lot of 'grey' literature* that might be hidden in the web, reporting interesting hints that might be worth to be developed within your project.</p>	<p>Synergies mean joint or coordinated efforts to achieve greater impact and efficiency! Synergies can be achieved through: bringing together Horizon 2020, Horizon Europe and other fundings in the same project (that could be a single action or a group of coordinated actions/operations, but always provided that there is no double funding of the same expenditure item) in view of achieving greater impact and efficiency; successive projects that build on each other or; parallel projects that complement each other. Projects could also be designed and implemented to take up high quality project proposals from Horizon 2020/Horizon Europe or other centrally managed programmes, for which there is not enough budget available in the respective programmes.</p>	<p>Having a good partnership is a key of success. Where you can find the right partner? In the CORDIS database you can find somebody willing to work in your fields, not just a competitor! Or during the InfoDays of your selected call!</p>	<p>The Horizon Europe Programme strongly supports the three strategic priorities of Open Innovation, Open Science, and being Open to the World. Open innovation is about combining diverse sources of knowledge to innovate, underpinned by networked, multi-collaborative innovation systems and involving researchers, entrepreneurs, investors, users, governments and civil society. Favouring Open Innovation means encouraging the capitalization of results from European research and innovation.</p>
<p>* Grey literature (or gray literature) is materials and research produced by organizations outside of the traditional commercial or academic publishing and distribution channels. Common grey literature publication types include reports (annual, research, technical, project, etc.), working papers, government documents, white papers and evaluations. Organizations that produce grey literature include government departments and agencies, civil society or non-governmental organizations, academic centres and departments, and private companies and consultants.</p> <p>Grey literature may be made available to the public, or distributed privately within organizations or groups, and may lack a systematic means of distribution and collection. The standard of quality, review and production of grey literature can vary considerably. Grey literature may be difficult to discover, access, and evaluate, but this can be addressed through the formulation of sound search strategies.</p>			

Annex 3

GANTT CHART TEMPLATE Project name/Acronym

As you can see this is a SIMPLE Template and this **one will be the one that you will add to the Proposal as an image** (.png or .jpeg). You can 'shrink' it by using Quarterly timeslots rather than using Months for improving readability.

		YEAR1												YEAR2												YEAR3												YEAR4											
WP/Tasks		Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8			Q9			Q10			Q11			Q12			Q13			Q14			Q15			Q16		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
WP1 Project management	Description																																																
1.1	Administrative and financial project management																																																
1.2	Scientific and technical project management																																																
1.3	Ethic and data management																																																
1.4	IP management																																																
WP2	Description																																																
2.1																																																	
2.2																																																	
2.3																																																	
2.4																																																	
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WP6	Description																																																
6.1																																																	
6.2																																																	
6.3																																																	
6.4																																																	

Deliverables

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>. For example, deliverable 4.2 would be the second deliverable from work package 4.

Type

Use one of the following codes:

R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

DATA: Data sets, microdata, etc.

DMP: Data management plan

ETHICS: Deliverables related to ethics issues.

SECURITY: Deliverables related to security issues

OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level

Use one of the following codes:

PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)

SEN – Sensitive, limited under the conditions of the Grant Agreement

Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444

Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444

Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

Work Packages

WP1

WP2

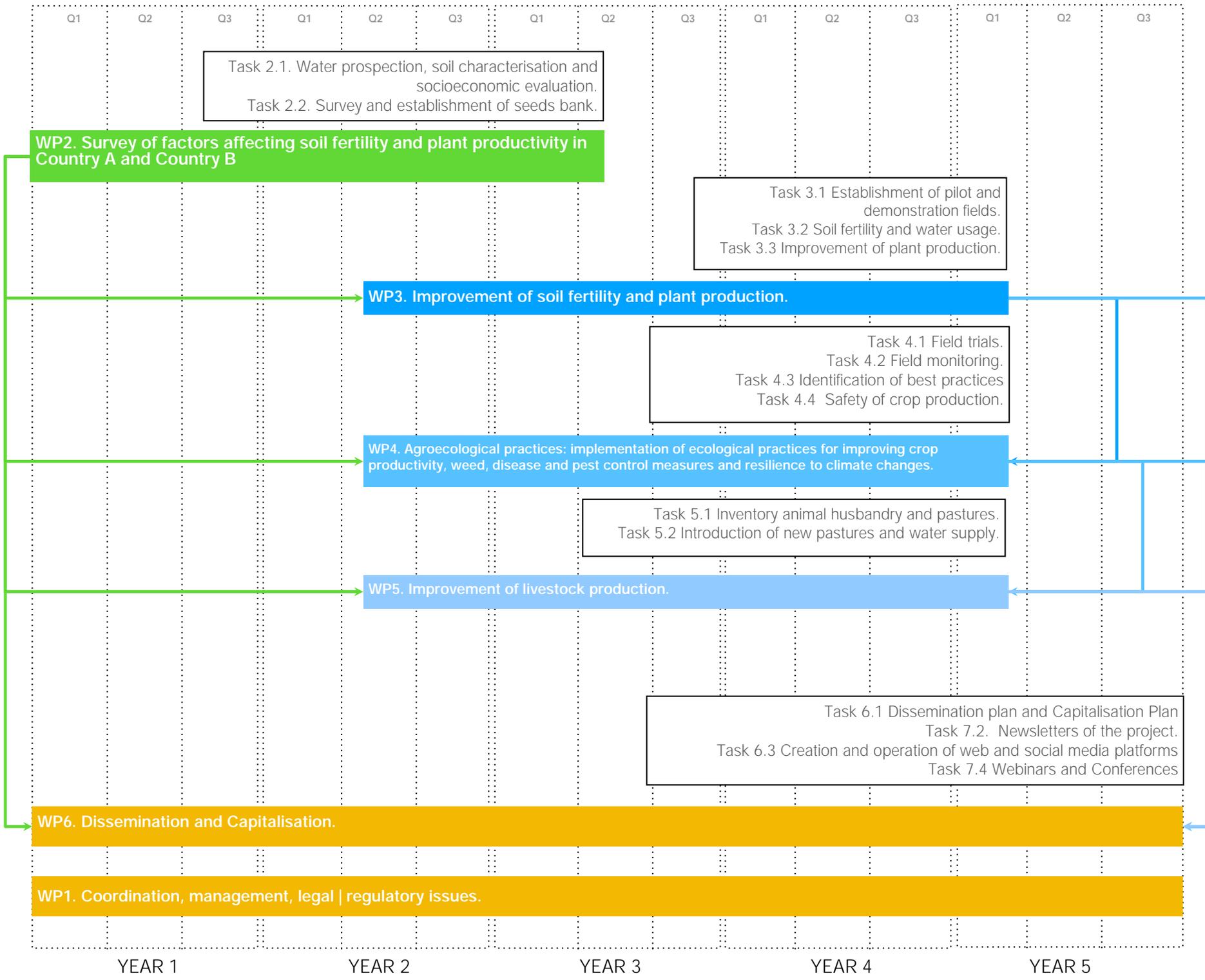
WP3

WP4

WP5

WP6

Annex 4





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