APRE
Agenzia per la Promozione della Ricerca Europea

Horizon Europe

and How to approach proposal writing

Bruno Mourenza, APRE

NCP HEALTH / CLIMATE-ENERGY-MOBILITY / Missions / EIT

mourenza@apre.it

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AGENDA 6 October 10.00 – 12.00

INTRODUZIONE AL CORSO

Think about a successful proposal

- *Main concepts and time organization*

Project idea definition, *methodology and abstract; time and resources, identification of objectives, results and activities; partnership building*

Q&A

PAUSA

How we should approach the proposal writing? – practical view in the biomedical field

- ***Excellence:*** *define your objectives (overall and specifics), describe the complete state-of-the-art, ambition, potential innovation and the right methodology. Sex and gender issues.*
- ***Impact:*** *align with Destination's impacts and topic outcomes, think about further impacts (social, economic, environmental, cultural etc), disseminate, communicate (and exploit) your results to the right target groups, IPR issues.*
- ***Implementation:*** *divide the work in the right work packages, define your results (deliverables), allocate the right efforts to the right partners, consider potential risks and contingency plan to face them, what should you consider when forming a consortium.*

Do not forget your potential Ethical issues!

Q&A

Submission and Evaluation

- *Sub-criteria evaluation*
- *Ranking criteria for ex aequo proposals*
- *Dos and Don'ts from evaluator's prospective*

Q&A

Final questions and remarks

HORIZON EUROPE

SPECIFIC PROGRAMME: EUROPEAN DEFENCE FUND

Exclusive focus on defence research & development

- Research actions
- Development actions

SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT

Exclusive focus on civil applications

Pillar I
EXCELLENT SCIENCE

- European Research Council
- Marie Skłodowska-Curie
- Research Infrastructures

Pillar II
GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

Clusters

- Health
- Culture, Creativity & Inclusive Society
- Civil Security for Society
- Digital, Industry & Space
- Climate, Energy & Mobility
- Food, Bioeconomy, Natural Resources, Agriculture & Environment

- Joint Research Centre

Pillar III
INNOVATIVE EUROPE

- European Innovation Council
- European innovation ecosystems
- European Institute of Innovation & Technology*

WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

- Widening participation & spreading excellence
- Reforming & Enhancing the European R&I system

EURATOM

- Fusion
- Fission
- Joint Research Center

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

I want to be…


Coordinator
Define your idea
Find a funding opportunity
Write a proposal
Cross the fingers!

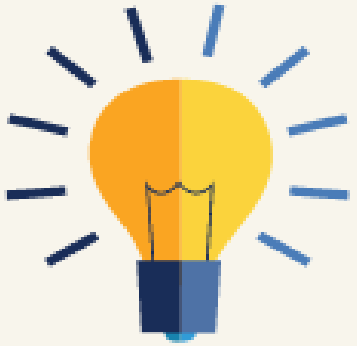

Partner
Identify you skill
Promote yourself
Join a consortium
Define your activity

THE COORDINATOR'S ROAD

Suggestion: Is your idea innovative?

Consult:

- Patent database
- IPR helpdesk
- Proviously FP’s and Horizon 2020 funded project (e.g. CORDIS, etc)
- Bibliography
- Google

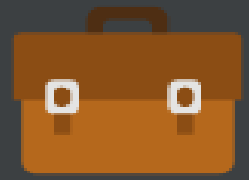


YOUR PROJECT MUST BE INNOVATIVE

Get a clear view of the state-of-the-art

Patent databases

http://www.epo.org/searching/free/espacenet.html



IPR helpdesk

https://www.iprhelpdesk.eu/

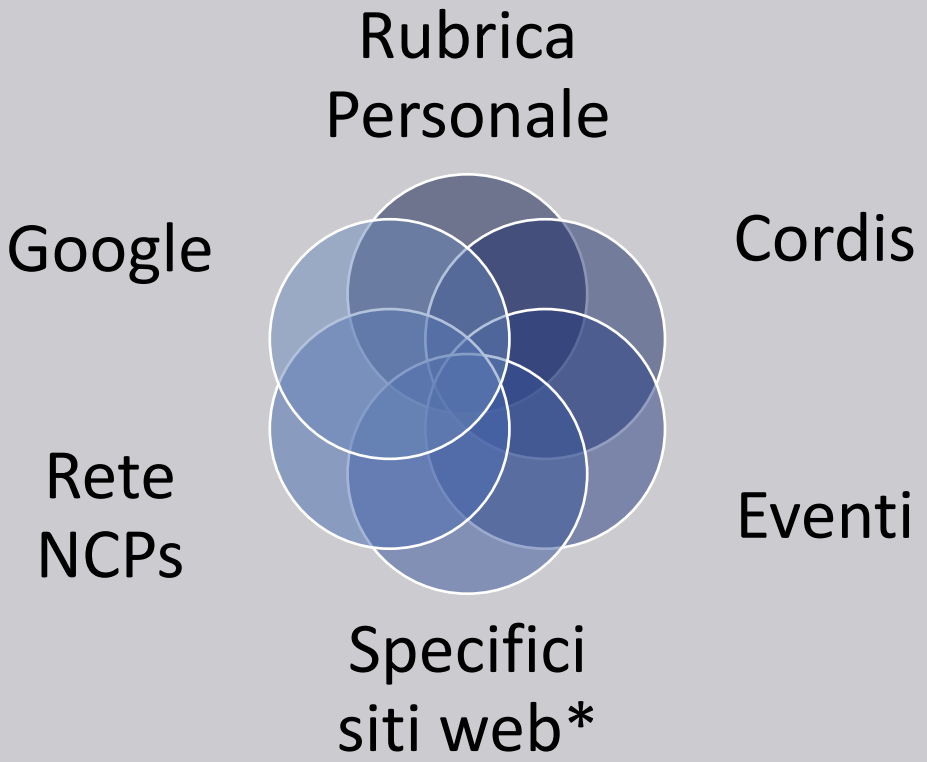
FP7 & H2020 projects

http://cordis.europa.eu/projects/home_en.html

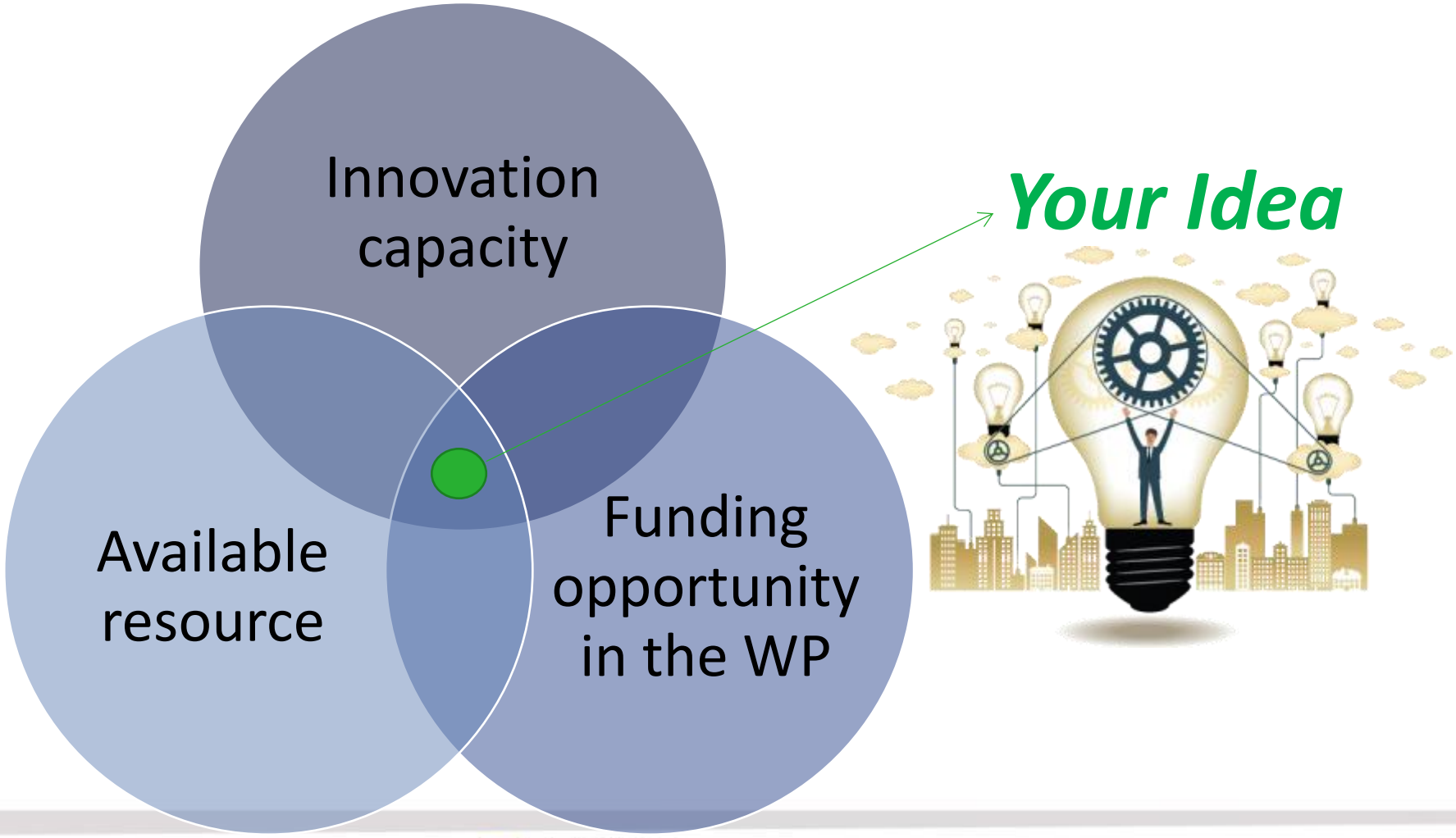
Check on these databases whether somebody has already developed your same idea and to what extent.

Suggestion: Tips and tricks

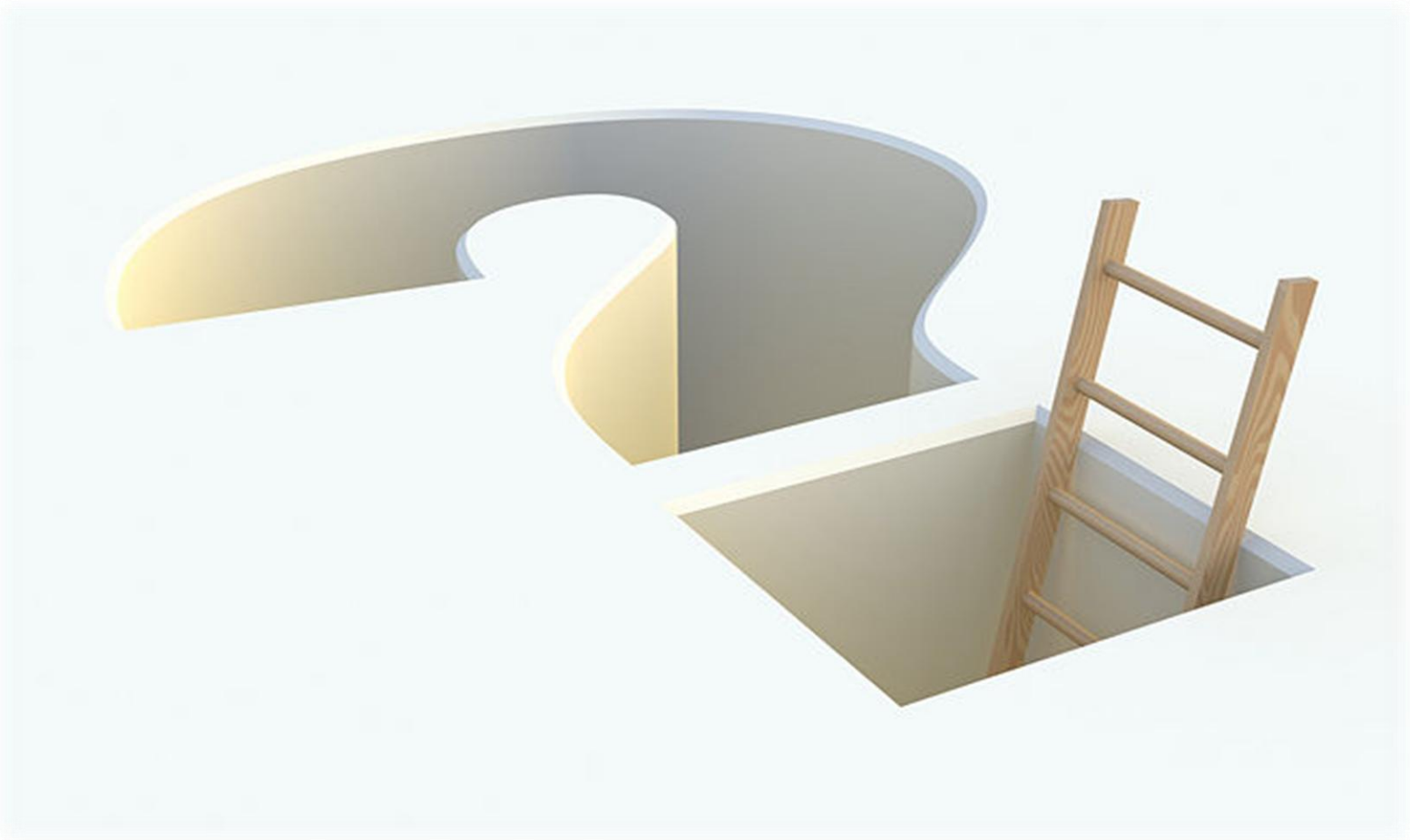
Partner Search:



Identify the project idea



Define your idea



Define your idea: **ABSTRACT** one page proposal

Topic	
Title/ACRONYM	
Objective	The aim of the proposal is to… The key research question/challenge is to…
Background/short description	• Why bother? What problem are you trying to solve? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
Results/impact	• Expected results - what will come out of the project? Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? • What will be changed? Post project situation
Activities/phases (science part)	
Project consortium	
Duration/cost	

ORGANIZE YOUR TIME

FROM THE OPEN CALL TO THE DEADLINE

1st stage **Consortium meeting**	*Aim of the project, research question, distribution of work* (Science, Management and Editors!!)	**5-6 months before deadline**
2nd stage **Homework**	*Proposal writing* (inputs from partners – WP leaders and coordinator!)	**4-5 months before deadline**
3rd stage **Preparation of first draft of Proposal**	*First proposal draft* (summarized by lead scientist and support service: science, impact, implementation)	**3 months before deadline**
4th stage **Core group meeting**	*IN or OUT* *Final agreement* (aim and research question, WP, timeline, outputs/deliverables, budget, etc.)	**3 months before deadline**
5th stage **Full proposal completion**	*Proposal writing* (including editing, proof reading and external review) (Lead scientist, Support service, External experts)	**Last two months**

Timeline

1. Average time spent by coordinator: 350-450 hours = 45-60 working days (full time)

2. Average time spent by Work package leader: 70-100 hours = 9-14 working days (full time)

3. Approx. 50% Emailing (!!!)

Timeline: From idea to project

Project idea

Proposal writing

3 to 6 months

Proposal submission

Timeline: From idea to project

Proposal Submission

5 months

First indication from EC

Timeline: From idea to project

First indication from EC

Grant Preparation

3 mesi

Grant Agreement

Timeline: From idea to project

Kick-off Meeting

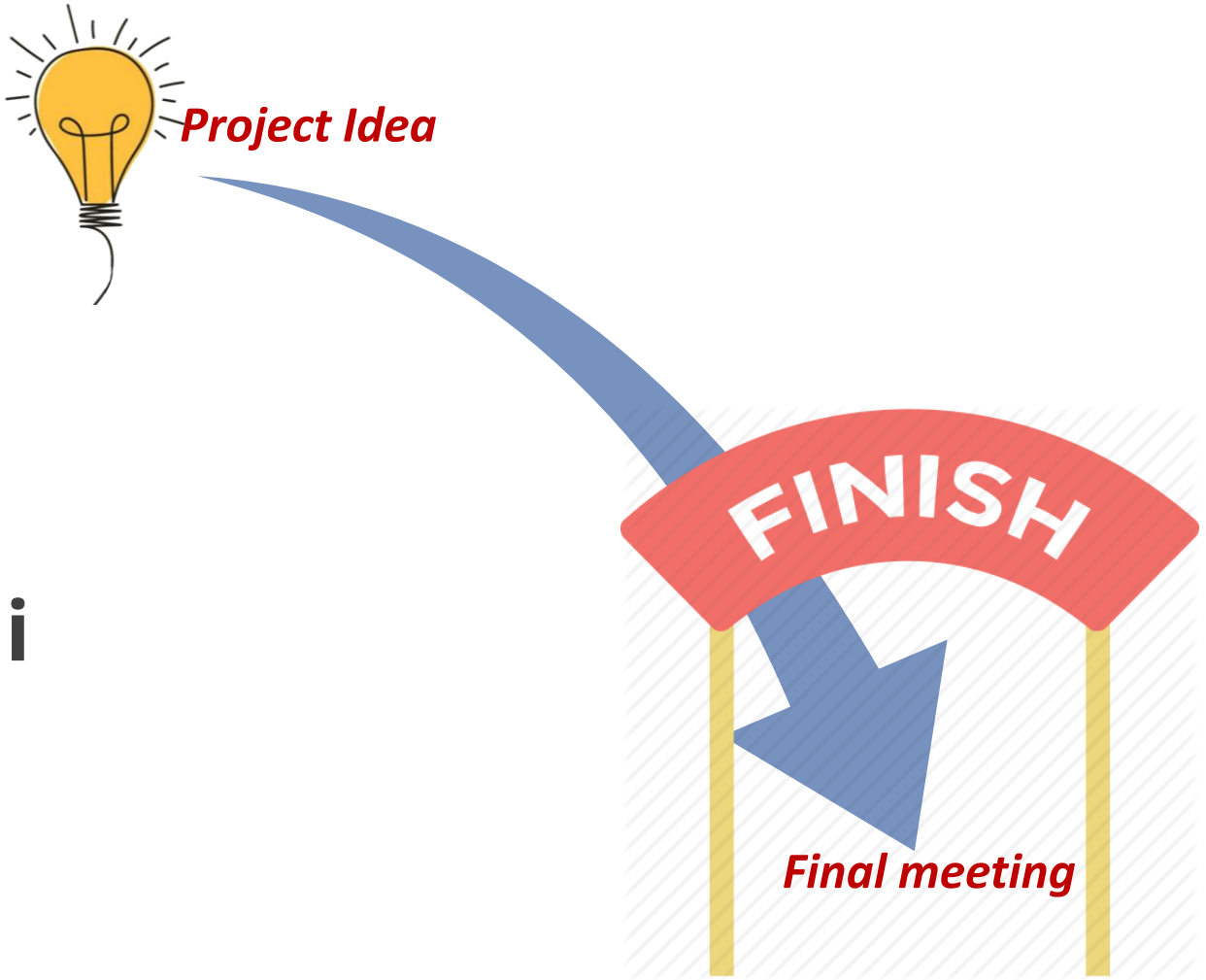
Period Reports

Final Meeting

~ 3 to 5 years

APRE

Timeline: From idea to project



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Application form (proposal template)

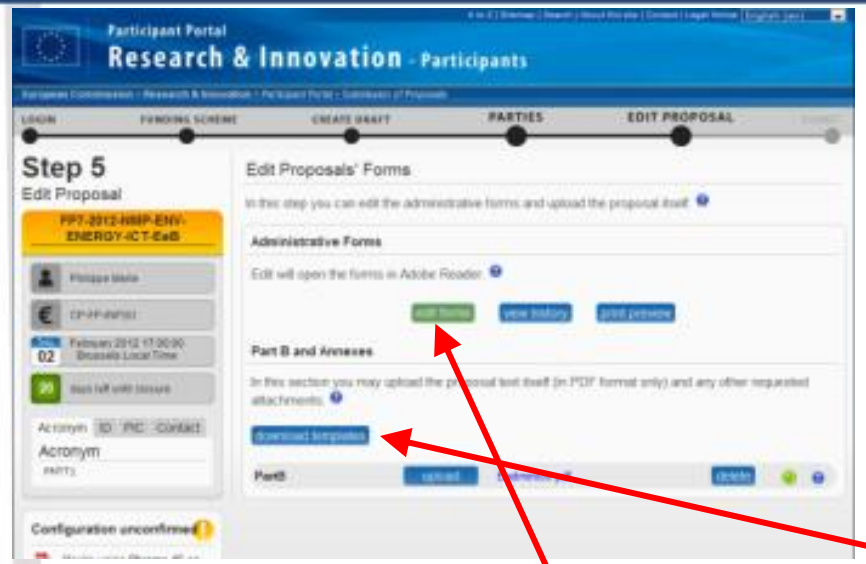
Same structure

The proposal contains two parts:

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

ONLINE SUBMISSION

FORMS



PROPOSAL

PART A
Administrative

PART B
Technical

Single stage (or 2nd stage)

PARTE A

1) General Information

2) Participants

3) Budget

4) Ethics and Security

5) Other questions

Template pdf online on the Participant Portal

PARTE B

1) Excellence

1.1) Objectives and ambition
1.2) Methodology

2) Impact

2.1) Project's pathways towards impact
2.2) Measures to maximise impact - Dissemination, exploitation and communication
2,3) Summary

3) Implementation

3.1) Work plan and resources
3.2) Capacity of participants and consortium as a whole

Word Document downloadable from the Participant Portal

45 pages max.

1 – General information

Section 1 provides basic data on the proposal. It can be filled in by contacts of the coordinator. Other participants may view this section only. Read-only parts are marked in blue.

Topic	Type of action
Call	Type of Model Grant Agreement

Acronym	*Acronym is mandatory*
Proposal title	*Max 200 characters (with spaces). Must be understandable for non-specialists in your field.*

Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &

Duration in months	*Estimated duration of the project in full months.*
Fixed keyword	
Fixed keyword	
Free keywords	*Enter any words you think give extra detail of the scope of your proposal (max 200 characters with spaces).*

Abstract

The abstract should provide the reader with a clear understanding of the objectives of the proposal, how they will be achieved, and their relevance to the Work Programme. This summary will be used as the short description of the proposal in the evaluation process and in communications to the programme management committees and other interested parties. It must therefore be short and precise and should not contain confidential information. Use plain typed text, avoiding formulas and other special characters. If the proposal is written in a language other than English, please include an English version of this abstract in the Part B (technical description) of the proposal.

Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call? *A 'similar' proposal or contract is one that differs from the current one in minor ways, and in which some of the present consortium members are involved.*	○ Yes	○ No
Please give the proposal reference or contract number	XXXXX-X	

PART A
Administrative

Legal and financial set-up of the Grant Agreements	The rules are described in General Annex G.
Financial and operational capacity and exclusion	The criteria are described in General Annex C.
Procedure	The procedure is described in General Annex F.

Innovating with governance models and supporting policies

Proposals are invited against the following topic(s):

HORIZON-CL6-2021-GOVERNANCE-01-01: Mobilising the network of National Contact Points in Cluster 6

Specific conditions	
Expected EU contribution per project	The EU estimates that an EU contribution of around EUR 2.50 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 2.50 million.
Type of Action	Coordination and Support Actions
Eligibility conditions	The conditions are described in General Annex B. The following exceptions apply: Applicants must be Horizon Europe national support structures (e.g. NCP) responsible for Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment' and officially nominated to the Commission, from a Member State or Associated Country or any third country associated to Horizon Europe. Only in case and as long as Horizon Europe structures would not yet be officially nominated, national support structures responsible for Societal Challenges 2 (SC2) and 5 (SC5) would be eligible.
Procedure	The procedure is described in General Annex F. The following exceptions apply: The granting authority can fund a maximum of one project.

Expected Outcome: In line with the European Green Deal priorities, the successful proposal will interconnect National Contact Point (NCP) service across Europe and will help develop

Horizon Europe - Work Programme 2021-2022
Food, Bioeconomy Natural Resources, Agriculture and Environment

innovative governance models enabling sustainability and resilience notably to achieve better informed decision-making processes, societal engagement and innovation.

- An improved and more interconnected National Contact Point (NCP) service across Europe, in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment', thereby simplifying access to Cluster 6 Horizon Europe calls, lowering the entry barriers for newcomers, and raising the average quality of proposals submitted;
- A more harmonised level of NCP support services across Europe.
- Widening – promoting participation in actions in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment' to new stakeholders, such as, but not limited to, civil society organisations.
- Enhanced integration of all the crosscutting issues throughout Horizon Europe.
- Increased participation of less active member states, associated countries, regions and stakeholders in the actions funded under Horizon Europe Cluster 6 programme to leverage the full R&I potential.
- Connection with NCP Academy activities.
- Increased cooperation of NCPs with the Enterprise Europe Network.

Scope: Proposals should aim to facilitate trans-national co-operation between National Contact Points (NCPs) in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment', with a view to identifying and sharing good practices and raising the general standard of support to programme applicants, taking into account the diversity of actors that make up
the action will provide important feedback on is
and evaluation.

Proposal should aim to facilitate trans-cluster coo
a view to identifying synergies, to make it poss
coordination and cooperation are key to achie
networks.

The activities of this topic should build on the k
NCP networks developed under Horizon 2020.

In view of the changes brought about by the
NCPs will organise transnational events to com
new research activities; to draw lessons from pr
for cooperation; to help interested stakeholde
structures.

Topic structure

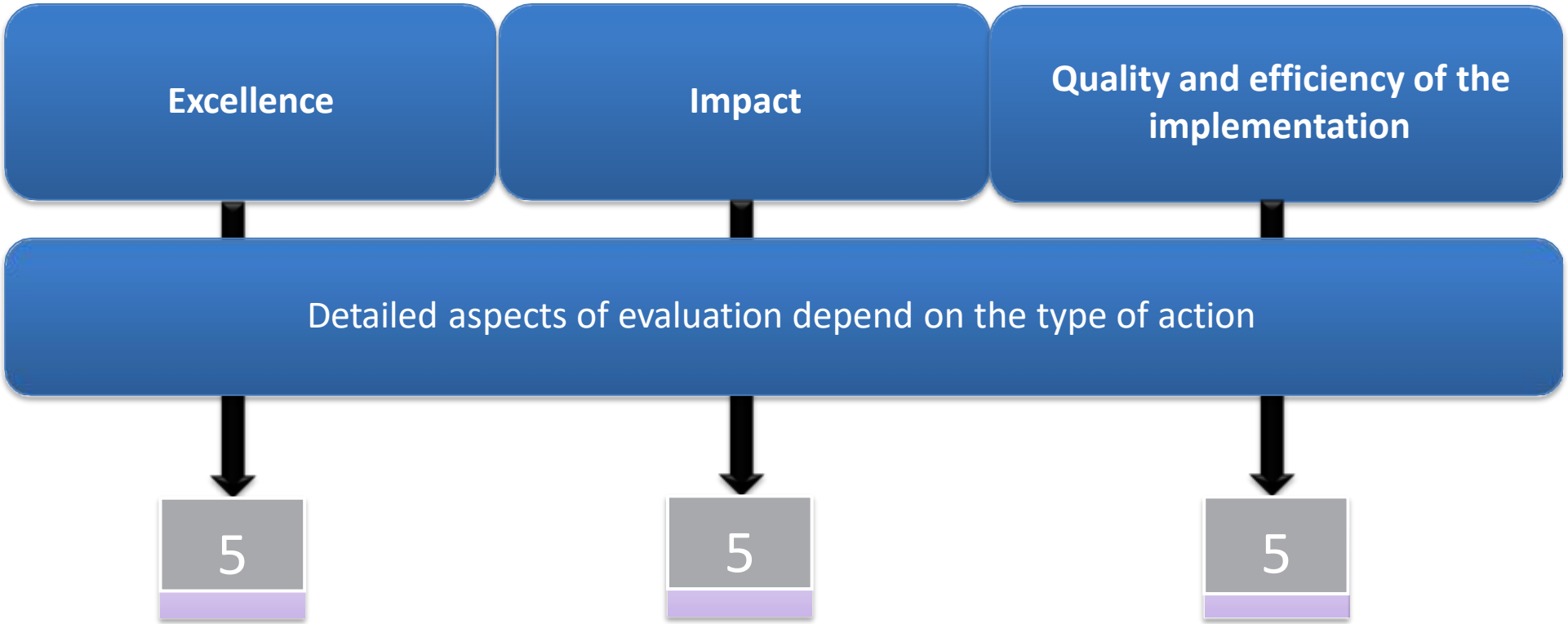
- ***Conditions related to the topic***
- ***Expected outcomes***
- ***Scope***

Horizon Europe: 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 the expected outcomes of the topic, précising 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

So… how we should approach the proposal writing??

Evaluation criteria



Criterion 1

Scientific and Technological Excellence

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**?
- 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 organizational 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.**
- 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.

The objectives must be…

General Objective

Long term: beyond the duration of the project

Improve, strenght, facilitate, realize …

Main Objective: Start with a **high-level goal** that summarizes the overall purpose of the project. This should be ambitious but realistic.

Specific Objectives

To be realized during the project implementation

Testing, pilot plant, develop new knowledge, …

Specific Objectives: Break down the main objective into **3–5 specific objectives**. Each should address a distinct aspect of the project (e.g., scientific, technological, societal, or policy-related).

Key Differences

	General Objective	Specific Objectives
Scope	Broad, overarching goal	Narrow, detailed steps
Focus	Long-term impact	Short- to medium-term actions
Alignment	Aligns with the call's expected outcomes	Aligns with work packages and deliverables
Audience	Policymakers, evaluators, stakeholders	Evaluators, consortium members, experts
Example	*"Reduce the burden of pollution-related brain diseases."*	*"Develop AI-driven predictive models for early detection."*

1.1.3 Correspondence with the objectives addressed by the call

The following table summarizes the comparison between the call objectives and the project's ones.

Objectives addressed by the call	Project objectives

[A] Demonstrating increased reliability and achieving manufacturing economies of scale are main barriers for concentration-based photovoltaic (CPV) systems.	• New high efficiency spectrum tuned III-V quantum well solar cells
	• New highly reliable PV receiver with advanced thermal management system made of cost effective materials
	• New advanced high acceptance free form optical system
	  ○ New low cost free form plastic primary mirror with advanced high reflectivity coating
	  ○ New low cost free form quartz SOE with anti-reflective coating
	  ○ Front glass with cost-effective highly reliable anti-reflective multifunctional coating
	• New module architecture
	  ○ Simple and reliable sealing method
	  ○ Effective low cost humidity management system
	• New highly reliable tracking system
	  ○ Simplified structure concepts for easy manufacturing and assembly and installation
	  ○ Highly reliable moving parts and driving methods based on brushless motors
	• New module's inverter to improve system's performance stability over time and increase system's energy yield

[B] In order to enable large-volume production of the CPV systems and reduce their costs, it is necessary to improve the level of integration of the manufacturing of different system	• Design and development of all the system's components and development and demonstration of an integrated manufacturing line.

EXAMPLE

Make yourself the right questions to identify your objectives!!!

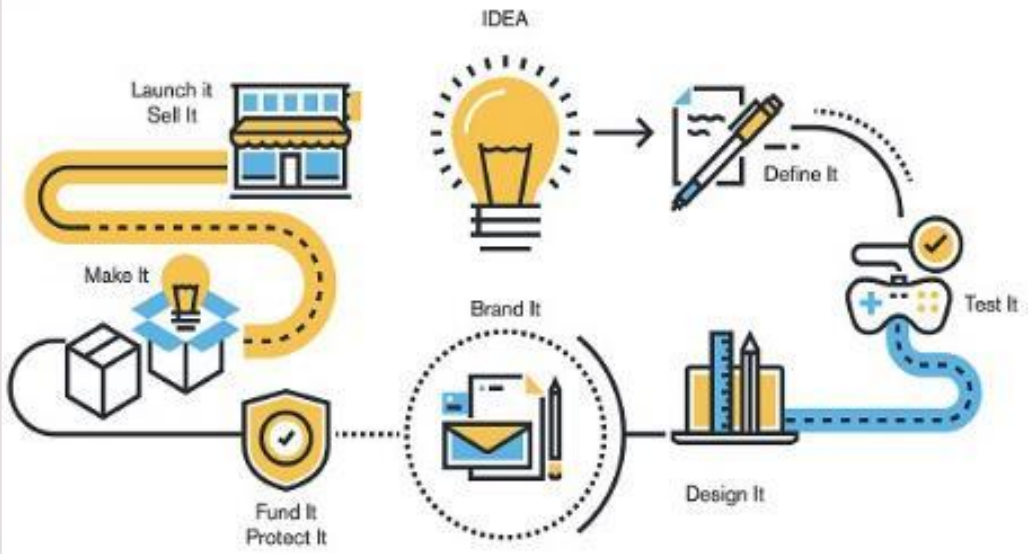
- What is the challenge / what are the **problems in the specific field** (indication etc.)?
- Why should it be solved at **European level**?
- Is the **knowledge/solution already available**?
- Why is now the **perfect time** to do it?
- What is the **consortium‘ vision**?
- Are the objectives of the project **useful to reach the expected impact?**
- What **needs to be delivered** in order to reach the impacts?
- Why are you the **right/best consortium** to do it?

Suggestions– AMBITION: *Beyond the state-of-the-art*

- **Present situation vs future situation** (also post-project!)
- **Innovation potential of the project results**
- **Comparative tables** (present vs future)
- **Abbreviations, acronysms** (need to be explained)

TRL - Technology Readiness Levels

How close/far are you from the market?



MEASURE YOUR TECHNOLOGY READINESS LEVELS - TRL

How technology ready is your service/product?

0	**IDEA** Unproven concept, no testing has been performed	IDEA
1	**BASIC RESEARCH** You can now describe the need(s) but have no evidence	
2	**TECHNOLOGY FORMULATION** Concept and application have been formulated	
3	**NEEDS VALIDATION** You have an initial 'offering'; stakeholders like your slideware	
4	**LARGE SCALE PROTOTYPE** Tested in intended environmentt	PROTOTYPE
5	**SMALL SCALE PROTOTYPE** Built in a laboratory environment ("ugly" prototype)	
6	**PROTOTYPE SYSTEM** Tested in intended environment close to expected performance	VALIDATION
7	**DEMONSTRATION SYSTEM** Operating in operational environment at pre-commercial scale	
8	**FIRST OF A KIND COMMERCIAL SYSTEM** All technical processes and systems to support commercial activity in ready state	PRODUCTION
9	**FULL COMMERCIAL APPLICATION** Technology on 'general availability' for all consumers	

Technology Readiness Levels as adapted by the CloudWATCH2 project

Technological Readiness Levels

- When relevant it can be very illustrative to make a table of **key elements** of the project and the TRLs before and after the work

Element	Before	After
Handheld Ultrasound technology	TRL3	TRL8
Hyperspectral Imaging	TRL3	TRL5
Acoustic Imaging	TRL2	TRL5

EXAMPLE

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.

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

Suggestions – Description of the overall methodology

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

1.2 Methodology [e.g. 15 pages]

- 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]
- 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 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 http://ec.europa.eu/research/swafs/gendered-innovations/index_en.cfm?pg=home

Integration of the gender dimension in R&I content

Gender Dimension

Addressing the gender dimension in research and innovation content entails taking into account sex and gender in the whole research & innovation process

The integration of the gender dimension into R&I content is mandatory, unless it is explicitly mentioned in the topic description

Why is the gender dimension important?

- Why do we observe differences between women and men in infection levels and mortality rates in the COVID-19 pandemic?
- Does it make sense to study cardiovascular diseases only on male animals and on men, or osteoporosis only on women?
- Does it make sense to design car safety equipment only on the basis of male body standards?
- Is it ethical to develop AI products that spread gender and racial biases due to a lack of diversity in the data used in training AI applications?
- Is it normal that household travel surveys, and thus mobility analysis and transport planning, underrate trips performed as part of caring work, which are predominantly undertaken by women?
- Did you know that pheromones given off by men experimenters, but not women, induce a stress response in laboratory mice sufficient to trigger pain relief?
- And did you know that climate change is affecting sex determination in a number of marine species and that certain populations are now at risk of extinction?

1.2 Methodology [e.g. 15 pages]

- 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'.

Open Science practices*

- **early and open sharing** of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing)
- **research output management** including research data management
- measures to ensure **reproducibility** of research outputs
- providing **open access** to research outputs (e.g. publications, data, software, models, algorithms, and workflows) through deposition in trusted repositories
- participation in **open peer-review**
- **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)

*Listed in the proposal template

** Mandatory and non-mandatory practices. Mandatory in MGA and WP

European Commission

1.2 Methodology [e.g. 15 pages]

- 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.

Before going further… ask yourself!:

- Does chapter 1 **create curiosity and stimulates** to carry-on reading?
- Does the **layout** encourage reading (with pleasure)?
- Check **consistency** across chapter 1, and across entire proposal
- Are **abbreviations** explained (when first occuring)?
- Are **figures** self-explanatory (applicants tend to have too many figures in chapter 1, and also the wrong figures!)
- Take an Helicopter view on the proposed project: **do you get all required information? What is missing? What is overdone?**

Practical example

Topic: New avenues for treatment and prevention of cancer

Incidence rate of cancer is still raising; early diagnosis is either too expensive, not applicable or not existing

Expected outcome: - fast and easy diagnosis of cancer in early stages;
- impact on health care systems

Scope: improvement of early diagnosis; use of "big-data“ approach; focus on common cancer ; transdisciplinary approach

Your Project: development of early diagnosis program for skin cancer

1.1 Objectives and Ambition:

Overall objective: reduction of incidence of skin cancer in Europe

Objectives:

1. 3 new validated and easy to measure Biomarkers for skin cancer
2. Draft program for early diagnosis of skin cancer which could be applied all over Europe

Relation to the work programme, why I have chosen this topic/call?

Example:

Topic says	Project plans
Rising incidence rates of cancer	*Incidence rates of skin cancer extremely high*
Early diagnosis not existing	*For skin cancer, no cheap and early diagnosis*
Contribute to early diagnosis	*The project will pave the way for establishment of a early diagnosis system*
Big-data approach	*Validation of new biomarkers will be done via genomics, transcriptomics and proteomics*
Focus on common cancer	*Skin cancer is one of the most common cancers in EU*
Transdisciplinary	*Biochemical Validation, technological development of diagnosis system, and HTA (economical assessments) will be necessary*

Ambition:

- A combination of 3 easy measurable Biomarkers is new and has never been applied so far (for skin cancer/ cancer/ etc.).
- The chance to diagnose skin cancer in a very early stage will dramatically change the treatment of skin cancer
- The test kit combining 3 validated markers will be highly innovative and has so far not been patented (we have Freedom to operate); opportunity for own patent application (develop patent strategy)
- High market volume envisaged.

1.2 Methodology

- Skin cancer has rised dramatically over the last decade, yet an affordable **early diagnosis is lacking**
- Recent findings indicate that **early diagnosis is possible via biomarker**
- 1 biomarker may not be sufficient, but **combining 3 markers will enhance sensitivity and diagnostic value**

Our consortium has therfore gathered expertises in the areas of X, y, z and is outstanding with regards to …

Members of the consortium have access to … (infrastructure) and are also members in project A, B, C respectively in the steering board of initiative X and editorial board of (journal)

As skin cancer has a 20% higher incidence rate in women, we will take this into account …

Approach:

- biomarker will be identified **using –omics approach**
- 3 biomarkers will be **investigated and validated each, and in combination in a clinical study**
- Based on these findings, a **new program for early diagnosis of skin cancer will be developeed**, in collaboration with *health care providers* and *policy makers*

Methodology used:

-omics,

MRT, whatever (groundbreaking)

Criterion 2
Impact

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.

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.

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.

***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.

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

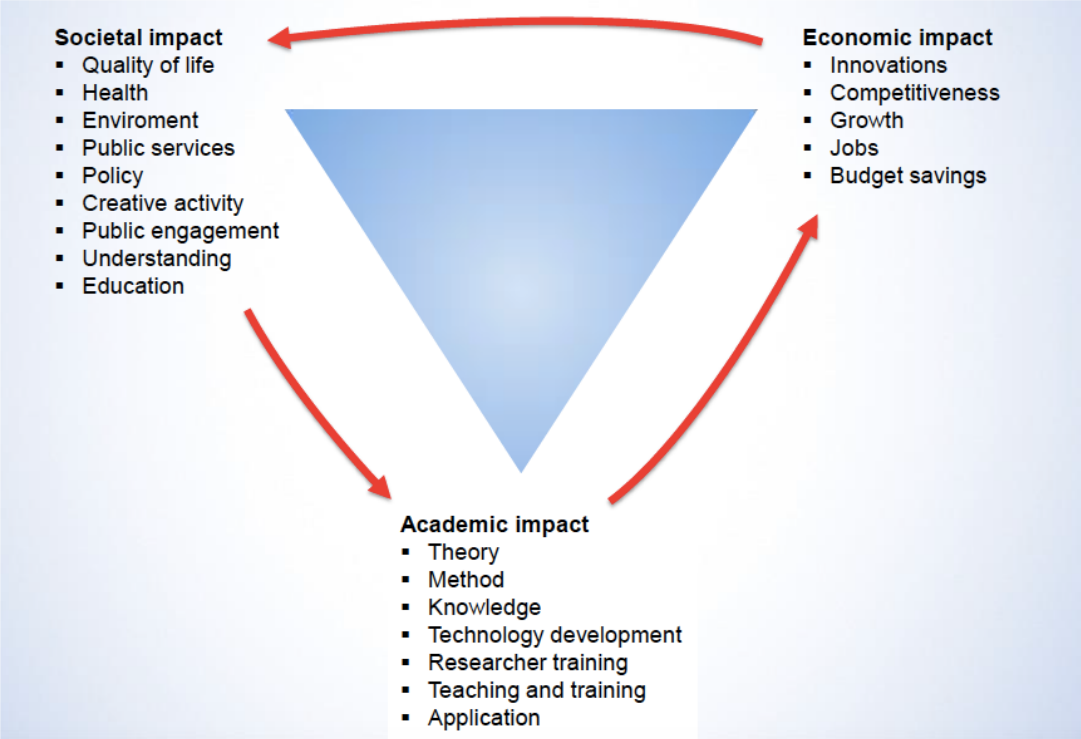
- **(1)** the **outcomes** specified in this topic

Expected outcomes from the topic	How the project will address…
1.	
…	

- **(2)** the **wider impacts**, in the longer term, specified in the **respective destinations** in the work programme.

Expected Impacts from the Destination	How the project will address…
1.	
…	

The impact in different contests



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CULTURAL
Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC
Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL
Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.

HEALTH
Contribution to public health, life expectancy, prevention of illnesses and quality of life.

POLITICAL
Contribution to how policy makers act and how policies are constructed and to political stability.

SCIENTIFIC
Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.

SOCIAL
Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.

TECHNOLOGICAL
Contribution to the creation of product, process and service innovations.

TRAINING
Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications

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

- 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).

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 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.

Difference between Dissemination e Communication

→ Dissemination	→ Communication (Outreach)
Linked only to results	Linked to results and the project
Audience that can use the results	**Multiple audiences**
Target with a high degree of scientific literacy	Targets with different levels of knowledge
Encourage exploitation of results	Increase the visibility of the project and its results
Start with the production of the first results	Start immediately
Scientific publications Policy brief/roadmap Training/demonstration Sharing results on online repository (research data, software, reports)	Newsletter Press release Project factsheet, brochure Social media (blogs, Twitter, Facebook, LinkedIn)

Project website, videos, interview, articles in magazines, exhibitions/ open days, guided visits, conference, presentation and workshops.

Who belongs to your target group?

Example

- Researchers
- Scientific community
- Health insurance companies
- Investors
- Patients / Patient groups
- Clusters
- Customers
- End-users
- Press
- Multipliers
- Primary/secondary care givers

Impact - Communication

Ways for communication:

•When to disseminate what (flexibility in the beginning!) -> **attract attention in the beginning, sell results at the end of the project!.**

•Don‘t forget about **collaboration with other (related) projects.**

•Language might be **adapted depending on target group**.

- **Where to promote the project?** (fairs, conferences, workshops, summer schools,…).
- **How to promote via internet?** (website, newsletter, webinars, blogs, new social media,…).
- **Material** to be generated: flyers, articles,…

Use the results from the project…

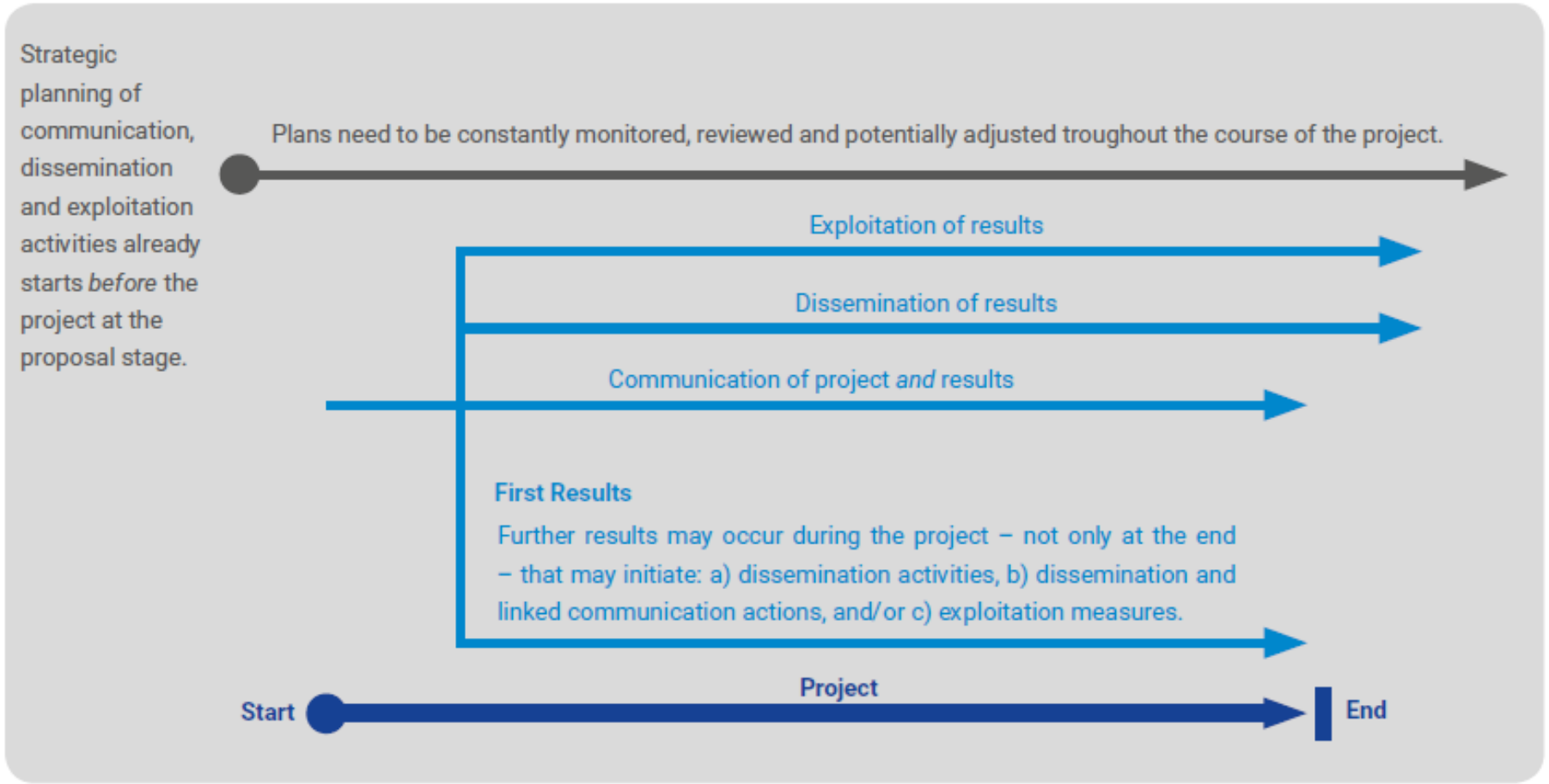
- Plan to include a clear view on **what is to be published** and **what could be patented** and **who is responsible** for each publication or IPR.

Example

Projects can be **exploited in different ways** according to their characteristics. Some examples:

- *Promote and further excellence in research.*
- *Create spin-offs or start-ups (business plan).*
- *Develop products or processes, services.*
- *Added value of the technology (business case).*
- *Contribute to standardization activities, create networks.*

Disseminazione, Comunicazione e sfruttamento nel life-cycle del progetto



Measures to maximize: Dissemination & Exploitation

The proposal takes in to account the capacity and role of each consortium member, and the extent to which the consortium as a whole brings together the necessary expertise

Planned D&E measures

- that are proportionate to the scale of the project
- that contain concrete actions (i.e. stakeholders management, business and market actions, standardisation, spin-off, etc.) to be implemented both during and after the end of the project
- planed according to draft timeline of when they will reach their own outcomes/impact both during and after the project

Target group *(e.g. scientific community, end users, financial actors, public at large)*

- What is the proposed channel to interact with the target group?
- What is the function of the proposed target group? How do they contribute to the maximisation of impact?

Follow-up plan to foster exploitation/uptake of the results

Policy feedback measures to contribute to policy shaping and supporting the implementation of new policy initiatives and decisions

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

- 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.

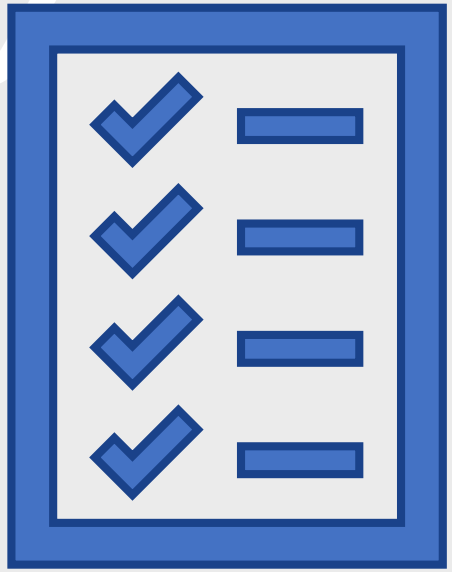
Grant Vs Consortium Agreement

DOCUMENT	SIGNATURE *WHEN*	MEMBERS *WHO*	CONTENT *WHAT*
Grant Agreement (GA)	*At the of GAP (GA preparation) phase*	Beneficiaries and European Commission	It establishes the rights and obligations of the beneficiaries towards the EU *IP rules are not negotiable*
Consortium Agreement (CA)	*During GAP*	Project Coordinator and beneficiaries	It establishes the legal basis for the division of rights, obligations and responsibilities among the beneficiaries *IP rules must be agreed among the partners*

IPR Helpdesk Fact Sheet
https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS_How_to_manage_IP_in_H2020_grant_preparation_0.pdf

Summary 2.3

- 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.
- **KEY ELEMENT OF THE IMPACT SECTION!**



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

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

Topic: *Decrease the incidence of mental health and burnout in Health Care Professionals and in the workplace*

Outcomes:

- Health Care Professional and industry workers will have access to a digital solution that will monitor their mental health and susceptibility for burnout

- Involvement of SSH and SME is highly recommended

Scope:

- The applicants should make use of digital solutions and AI to develop a new application with wide cultural coverage tackling mental health and burnout
- The application should be made accessible to a wide community considering equity of access at EU level

Specific Needs

What are the specific needs that triggered this project?

Increase of mental health issues in the HCP community at EU level

Increase of burnout cases at workplace

Lack of digital solution, easy to use and of easy access to all, to prevent mental health issues

Expected results

What do you expect to generate by the end of the project?

Development of the user interface app
Informed consent

Pilot in 6 MS
5 hospitals
2 large industries

1st prototype

Monitoring
Improvment of app

Dissemination, Exploitation, Communication measures

What dissemination, exploitation and communication measures will you aply to the results?

Health days focused on mental health

Startup for the app exploitation

Participation in international eHealth exhibitions

Focus groups with end-users

Target groups

Who will use or further up-take the results of the project? Who will benefit from the results?

Industry workers

Health care professionals

Innovators in the eHealth area

Insurance companies

Outcomes

What change do you expect to see after successfull dissemination and exploitation of project results to the targest groups ?

Business plan

Implementation of the start-up

Interest of insurance companies in the app

HCP and industry workers are aware of the issue of mental health and burnout

Impacts

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?

Exploitation of the app for HCP (start-up/SME)

Decrease the incidence of mental Health in HCP and industry workers

Wide use of the app at EU level

Practical example

APRE

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
- Skin cancer patients treated with current therapy lack a predictive biomarker. - Biomarker XY, the currently approved one, has many limits. It does not precisely address the current therapy in a tailor way leading to a reduced survival, undue toxicity and costly therapy	**Platform:** A big EU and beyond data storage platform for providing to physicians AI models for co-decision making, patients empowerment and researchers will be developed and validated in a retro and prospective clinical study. **Algorithms**: a set of novel models for data extraction and prediction will be crafted for skin cancer prediction.	**Dissemination:** scientific publication with results on our platform and AI models **Exploitation:** Patent for medical device **Communication:** a dedicated project website will be available in order to share with all the target groups the data
TARGET GROUPS	**OUTCOMES**	**IMPACTS**
Skin cancer patients Healthcare professionals Researchers in skin cancer field Healthcare authorities and policy makers General Public SME	- Use of the co-decision making AI tool provided by the our app to patients and physicians. - Lung cancer community will use the new platform to share and exchange ideas and novel results. - Creation of a strong connection among EU and US for policy on data sharing.	- Improving Overall Survival and Quality of Life in skin cancer patient. - Reduce toxicity burden for skin cancer patients - Reduce costs for healthcare - Improving physician-patient relationship - Boost the EU Extra-EU exchange

Practical example

APRE

Criterion 3
Implementation

Application Form – Part B structure

1. EXCELLENCE	2. IMPACT	3. IMPLEMENTATION
What What is the project about?	Why Why should we do the project? What evidence do we collect and measure in the project to demonstrate the projects value?	How How to achieve the objectives?

Proposal Template Part B

1. Excellence

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

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

2. Impact

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

2.2 Measures to maximise impact - Dissemination, exploitation and comm. [e.g. 5 pages]

2.3 Summary [table]

3. Quality and efficiency of the implementation

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

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

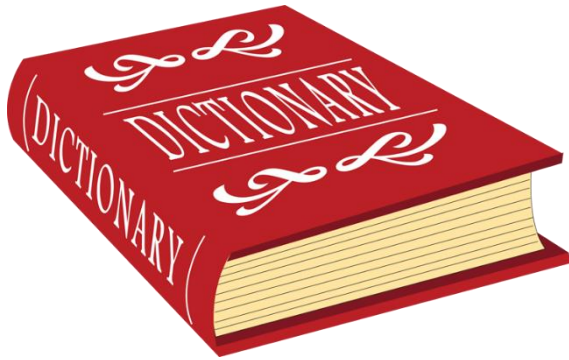
Evaluation Criteria for Excellence (RIA/IA)

– 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.

Score = 0 to 5

"IMPLEMENTATION" Glossary



WORK PACKAGE	a **major sub-division** of the proposed project
TASK	**core activities** in which a Work Package is divided
DELIVERABLE	a **distinct output of the project**, **meaningful** in terms of the project's overall objectives and constituted by a **report**, a **document**, a **technical diagram**, a **software** etc;
MILESTONES	means **control points** in the project that help to chart progress - **completion of a key deliverable**, 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
CRITICAL RISK	**plausible event or issue that could have a high adverse impact** on the ability of the project to achieve its objectives**. Likelyhood:** estimated probability that the risk will materialise even after taking account of the mitigating measures put in place. **Severity**: The relative seriousness of the risk and the significance of its effect.

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

No more "governance structure"

- ✓ brief presentation of the **overall structure** of the work plan;
- ✓ timing of the different work packages and their components (**Gantt chart** or similar);
- ✓ graphical presentation of the components showing how they **inter-relate** (**Pert chart** or similar).
- ✓ **detailed work description**, i.e list of:
  - ➢ **work packages** (table 3.1a); and their **description** (table 3.1b);
    - ❖ WP Management is recommended (technically not mandatory); here you may describe the main elements of your structure, do be developed in details in the CA. Management is not evaluated at proposal level.
    - ❖ Ethics: you can include it if needed, however – following the ethic review at GAP phase – a new WP can be added by the PO (you can negotiate to merge the two ethics WPs)
  - ➢ **deliverables** (table 3.1c);
  - ➢ **milestones** (table 3.1d);
  - ➢ **critical risks**, relating to project implementation, (table 3.1e).
- ✓ **number of person months** required (table 3.1f)
- ✓ description and justification of **subcontracting** costs for each participant (table 3.1g)
- ✓ 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);

Example

3.1 Work plan and resources

3.1.1 Overall structure of the work plan

XYX main goal is to introduce a novel PDSS tool by developing its individual system components, integrating them into the final system, and performing a clinical and technological assessment. The project defines a working plan based on the integration between IT, advanced mathematics and statistics, graphics applied to IT solutions, and clinical and translational research, with the final aim to obtain a tool that can apply for certification and commercialization as medical devices. The working plan will be developed as follow:

Development of the decision support tools for patients and physicians.

1. **Data Capturing**: collection and analysis of clinical, biological, and multi-OMICS data through a retrospective and a prospective multicenter clinical study (**WP3**). QoL and Psychological measurements will be conducted in the prospective study phase to evaluate psychological impact of the users (**WP4**).
2. **Knowledge extraction, learning and reasoning**: integration of all collected data for patient-specific tumours characterization. Creation of a predictive models' library and reasoning techniques for the prediction of response to IO in NSCLC patients (**WP5, WP6**);
3. **XAI:** development of user-engaging visual data representations and interaction tools to support patients and physicians decisions (**WP4**, **WP7**);
4. **Construction of the Platform** to integrate the patients' data and the tools developed to provide information in an accessible way (**WP8**).

Impact assessment and qualification for the market.

5. **Impact assessment**: overall assessment of the scientific, clinical, and socio-economic value and impacts of the tools developed in the project (**WP8** and **WP9**).
6. **Market analysis and definition of business plans,** preparing the CE certifications, set-up of the qualification for medical devices, preparation of exploitation plans and commercial agreements (**WP10**).

Evaluation and monitoring of ethical, privacy and security aspects will be continuous (**WP2**). A constant coordination effort (**WP1**) will grant the achievement of the XYX goals, communicated and disseminated through the whole length of the project to general public and relevant stakeholders (**WP10**).

Although it takes some time to write it, the **work plan should come almost last in your proposal preparation**.

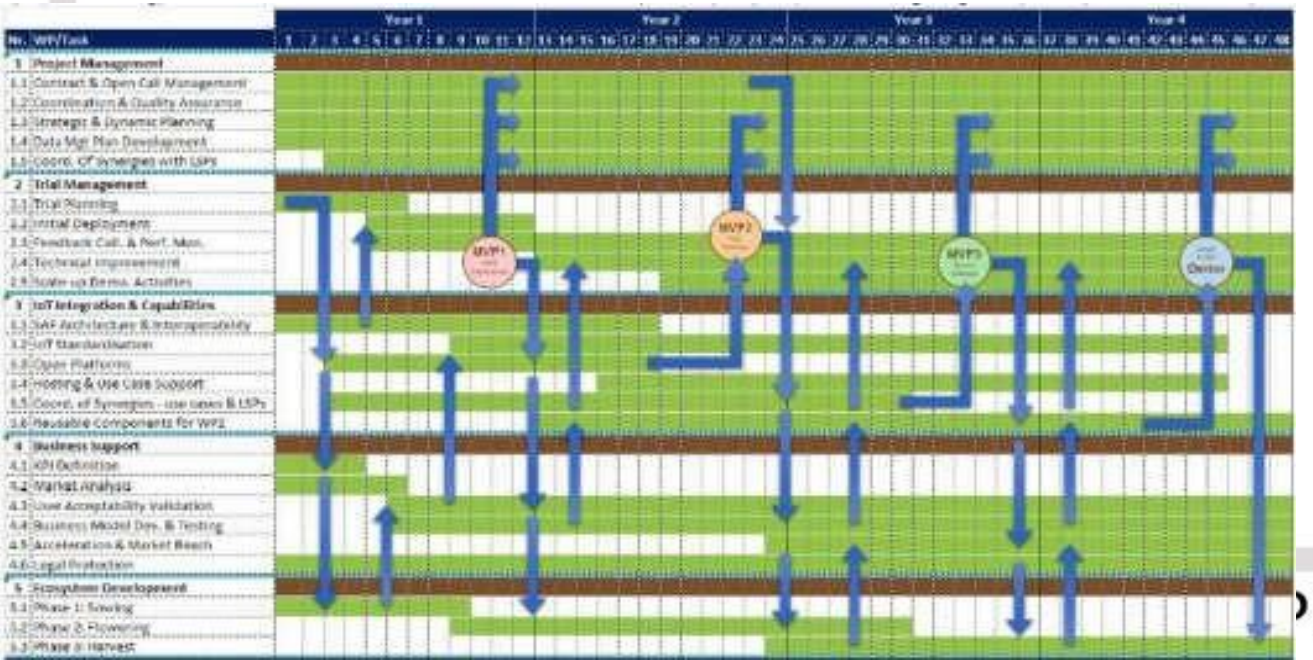
This is because you should carefully **design first your project objectives, concept and methodology, and** even most of your **impact** section before diving into the details of how you implement your project.

Do not do the reverse, that is to start with the WPs and then defining your objectives and concept. This will cause **you to fail at defining objectives and the concept properly**.

- Brief presentation of the **overall structure of the work plan.** E.g:
  - **PERT** (Project Evaluation and Review Technique) Chart
  - **GANTT** Chart

Links among each WP (or a combination of WP) to the relevant objective(s) and/or any main conceptual/methodological aspect(s). The links can be one-to-one, one-to-many, many-to-one, or many-to-many, as needed. This table or illustration should be **accompanied by text that will clearly explain all the links**.

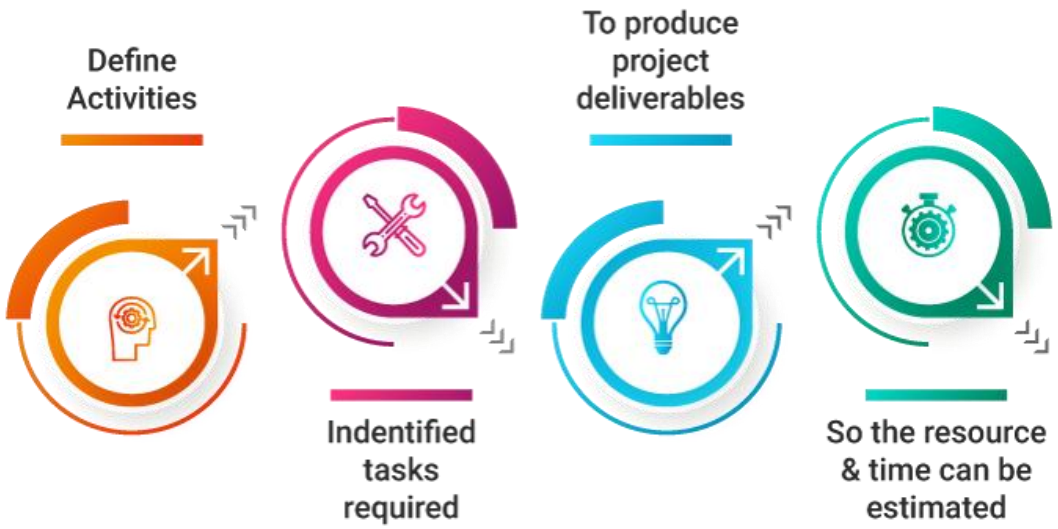
To identify **dependencies between tasks**, assign resources for each task, identify **task start and end dates**, and work out the **overall project duration**.



Example

Table 3.1b – WP Description

- On average **1-2 page(s) per WP**
- Keep **number of WPs** reasonable (between 4 and 8)
- Synthetic description of **Objectives (2-3 lines)**
- No more than **6-7 tasks per WP**
- **Around 2-3 deliverable per WP**
- At least 1-2 **Milestone per WP**
- Consider to have a "**Ethics**" WP
- **"Comm&Diss" can be split from "Expl."** (if needed)



For each work package:

Work package number	
Work package title	

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants. Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

complete

Table 3.1c – List of Deliverables

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..

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

Example

Sort per delivery date

Deliverable name	WP #	Lead partner	Type	Diss. level	Delivery date
In-depth Ethical and Legal Study	WP2	1	R	CO	M36
Recommendation and Evaluation Report	WP2	4	R	PU	M60
Clinical Database	WP3	6	OTH	CO	M12,M24,M40,M54
Tissue Immune Profiling Database	WP3	2	OTH	CO	M24, M40
Genomics and Transcriptomics Database	WP3	5	OTH	CO	M24, M40
Metabolomic Profiling	WP3	...	OTH	CO	M24, M40
Circulating Biomarker Database	WP3		OTH	CO	M24, M40

They become official contractual obligations under the grant agreement.

- Deliverables must be **defined carefully** and you must **provide a sufficient number** of them in order to reassure evaluators on the seriousness of the project.
- It is generally considered good practice to have **at least 1 deliverable per task** (in most cases ***at the end of the task***) to assess the quality of its achievements and justify the funding.
- For **long tasks** (more than 18 months), an **intermediary deliverable** can be useful.

Table 3.1d - List of Milestones

#	Milestone name	Related WPs	Delivery date	Means of verification
1	Set-up of the clinical study and related ethical issues	WP1, WP2, WP4, WP8, WP10	M3	Management operational, clinical study, ethical, and legal inventory organization in place. QoL app. Storage database. D1.1, D2.1, D4.2, D8.1, D8.5, D10.2, D10.3.
2	Technical and functional framework implemented	WP1, WP2, WP3, WP5, WP8, WP9, WP10	M12	Data structure for the defined architecture. Ethical aspects addressed, data acquisition system populated. Budget model and dissemination plan. D1.2, D1.3, D2.1, D3.1,

Example

Show **how you will confirm that the milestone has been attained**. Refer to indicators if appropriate.

- **WHAT?:** Milestones are **control points** for the project.
- **WHY?:** At any given moment in the project, you can **check whether you are ahead or behind schedule** against the milestones plan of the proposal. If you are behind schedule, **appropriate measures** should be taken to remedy the situation.
- **WHEN?:** They should generally be placed **at the end of important work packages or tasks**.
- **HOW MANY?:** Overall, it is a good practice to have **at least 1-2 milestones per year**.
- **HOW?:** Try and **link milestones to one (or more) of the existing deliverables**. In doing so, you will 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 3.1e - Critical Risks

Risk management is the process of **identifying in advance**, **evaluating the probability and severity** and **controlling risks by implementing mitigation measures**.

Description of risks. ***Likelihood / Severity***	**WPs**	**Proposed risk-mitigation measures**
10. Retrospective data are still dishomogeneous after the first part of the project (month 12) - **High/high**	WP5 -7	The model trained in this context does not require the availability of the whole dataset to be trained. One might start with the use of different data to one at a time, processing them as a whole as soon as the process of merging is completed.
11. Not enough data to get meaningful results using classical data-driven approaches - Probability: **Medium/Medium**	WP5 -7	We will use techniques to reduce the complexity of the model to still be able to work even in the case of paucity of data, integrate physician expertise in the models, and/or resort to jackknife or adjustment techniques.

Example

Contingency Plans

Generally, the risks that can occur in a project are related with:

- ✓ *Scheduling*
- ✓ *Unclear roles and responsibilities*
- ✓ *Financing*
- ✓ *Use of resources*
- ✓ *Technology*
- ✓ *Deliverable quality*
- ✓ *Partner commitment*
- ✓ *Unclear goals*
- ✓ *Customer or user*
- ✓ *Supplier or subcontractor*
- ✓ *Decision making*
- ✓ *Communication and transfer of information*
- ✓ *Regulations*

Table 3.1f – Person months

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

Table 3.1g – Subcontracting

Generally 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

If the purchase costs (other direct costs) exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A).

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

Table 3.1h – Other cost categories

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

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

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

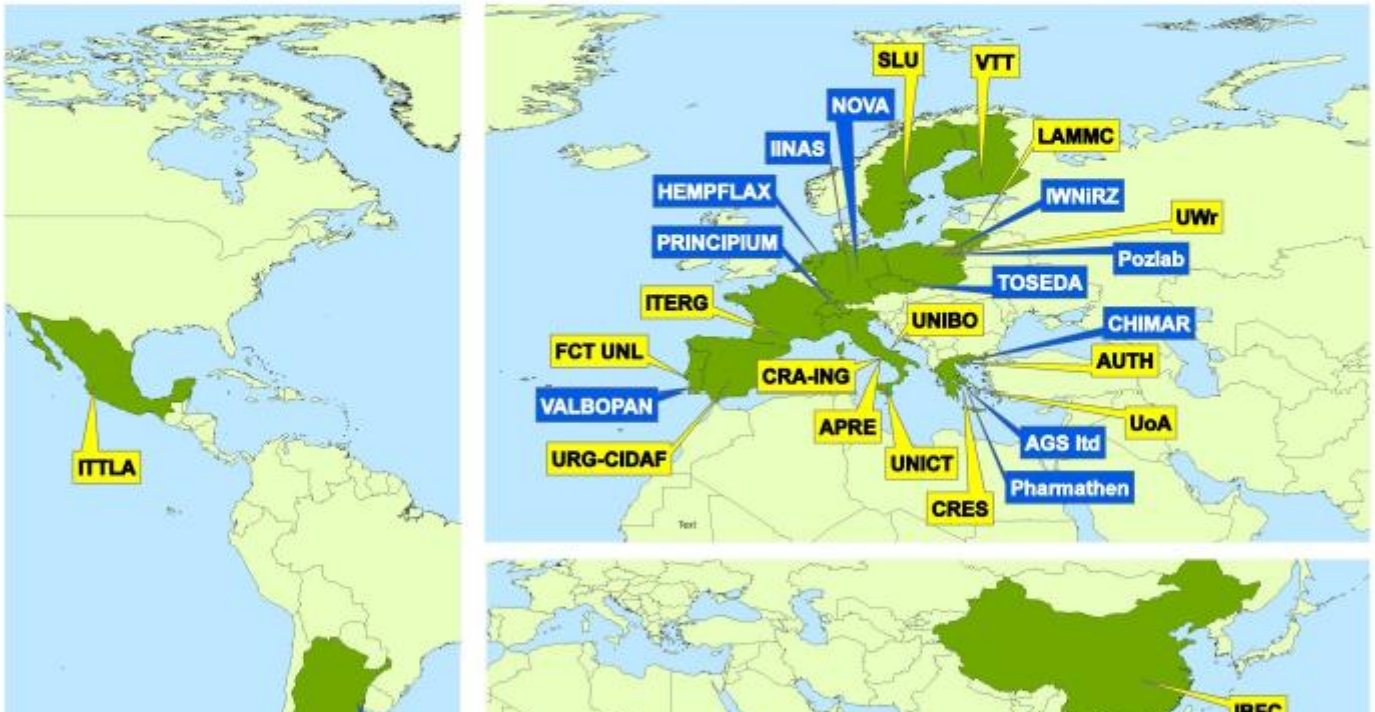
- Describe the consortium. How does it match the project's objectives, and **bring together the necessary disciplinary and inter-disciplinary knowledge**. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.
- Show how 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.

Consortium as a whole

A combination of complementary expertise and resources available in Europe-wide different research institutes and SMEs has been established in the consortium ensuring the critical mass required to accomplish the foreseen work packages and tasks of the proposed project. Additionally, each one of the participating groups is expected, through the exchange of technical knowledge and co-operation, to promote its expertise at a higher rate leading to an accelerated progress at a European level.

A total number of thirty partners have been selected to cover the work programme of the VIP Products allocated in eleven work packages. Eleven partners are ***SMEs*** and have been scheduled to share the 30% of the total EU requested contribution. One large company participates in the VIP Products consortium.

An active engagement of ***International Cooperation Partner Countries*** has been established in VIP Products consortium. Apart from the European participants four partners from ICPC participate: IBFC from China, ARC from South Africa, and ITTLA from Mexico and INDEAR from Argentina.



Example

- Illustrate **how the consortium can achieve the specific objectives** of the project. Of course, not all the partners participate in all the objectives.
- Provide in just **a few lines some arguments to justify the expertise** such as by listing past similar achievements or participations in relevant projects.
- **Infrastructure and equipment** relevant to the project that each partner brings to the consortium.
- **Industrial or commercial partners**: demonstrate their capacity to exploit the results of the project.

Description of partner's competences and involvement/role(s)

Competences	Role
1- Ben 1 *Italian no-profit research organization. Competences in XYX: Project Management and stakeholders engagement: has an extensive and long-lasting leadership experience in medium and large size projects (35 in the Framework Programmes). Stakeholders' engagement and co-creation activities in energy related EU funded projects (XPRESS, W4RES, Super-I, MARINA and RURITAGE). Communication and Dissemination of projects' results to different target audiences. Capacity building.*	*WP6 Leader (Project Management) Task 1.2, Task 1.3, Task 2.1 and Task 5.3 Leader*
2 – Ben 2 *is a research-intensive university, a member of the UK Russell Group of leading research universities. Within the Economics Department, the Macro-Finance research cluster's research also carries important links with finance, where several ESRC-funded projects are under way, employing theoretical and empirical analysis to interrogate the relationships between financial markets and the macro economy, and their influence on WP3 Leader (Financial analysis) and Scientific Coordinator risk premia and asset pricing. Currently, Scientific Coordinator and WP leader for the project XPRESS (EU project 857831) and of the recently funded project SUPER-i (EU project 101028220): XYX would build up on the financial and economic analysis carried out during these two projects.*	*WP3 Leader (Financing, techno-economic analysis and survey) Task 3.1, Task 3.3 and Task 3.4 leader*
3 - Ben XX *builds on the £400m invested by the Energy Technologies Institute in low-carbon energy, and the key works and intellectual property obtained in the execution of projects such as Perawat and Redapt which were formative in the acceleration of marine energy products and services. The will be able to offer technical and commercial skills and experience in marine energy, and a solid background in the innovation of complex systems*	*Task 1.4 and Task 3.2 leader*

Example I

Example II

Complementarity of the partnership per competence:

n.	Short name	Main Tasks involved	Major competences used in the project
1	Partner 1	WP1 leader and T6.4 leader	Experience in Project Management as project coordinator (6 in HORIZON 2020, 17 in FP7, 4 in FP6) A national hub of research and innovation related information and multiplier throughout different stakeholders. is the host organization of the Italian National Contact Points for all the themes and sectors of HORIZON 2020. has a consolidated long lasting experience in dissemination activities towards policy makers (national and regional) and stakeholders (researchers, industry, SMEs, NGOs and civil society in general).
2	Partner 2	WP4 leader and T2.3, T4.3, T4.4 leader	an Italian SME with nearly 25 years of experience in the advertising, communication and promotion domain will lead WP1 and contribute actively to t in tasks of the project. supported some important citizen engagement and communication initiatives for customers like Coca-cola, Honeywell, P&G, Philips and other, directly or in cooperation with some of the most relevant PR and communication agencies like Cohn and Wolfe, Ketchum, Young & Rubicam, McCann-Erickson, Saatchi & Saatchi. is specialized in design and implement ICT and new media solutions for advertising and communication, with a market oriented focus. has also a long expertise in design and implementation of social media communities. was leader of Impact and Dissemination workpackages in several research projects (LEILA, L4S, UPDESIGN, MEAL, HELP4MOOD). Actually is involved in 2 Coordinated and Support Actions: BIOWAYS H2020-REFLECTIVE-SOCIETY-2015 - CSA 693796 in Bio-based domain) and DANDELION, H2020-BBI-PPP-2015 - CSA 720762 in the SSH domain and, dealing with increasing impact and valorisation of research results. has 16 years of experience in EU co-funded projects.
3	Partner 3	WP5 and T5.1 leader	Based in Slovakia, is a private Slovak consultancy specialising in entrepreneurship and business development through all its phases. Since 2009, the company managed to establish long-term relationships with European and international associations and companies, and contributed significantly to the creation and growth of several businesses. The staff of has long track-record of implementing stakeholder dialogue and citizen awareness activities not only in the framework of various EU funded projects. L will lead WP2.
4	Partner 4	T4.1, T4.2 leader	with IRPPS has a strong multidisciplinary skills on the Social informatics, Digital ecosystems, We lications, Knowledge sharing systems, Social Networking and participatory methodologies. In particular will provide the s social pl in WP4 personalising the functionalities of the PLAKSS Framework.
5	Partner 5	WP3 and T3.2 leader	• Project coordination (CEED TECH); WP leadership (INSEC, DISCOVER-IT, DANDELION, BIOWAYS) • Portfolio of more than 500 interdisciplinary (including bioeconomy) project/product/business development consultancy projects • Implementation of more than 200 organisational, sectorial, regional, national and international strategic planning processes using public engagement. • Implementation of ca 100 events for knowledge transfer, awareness raising and promotion.
6	Partner X	WP6 and T6.1, T6.2 leader	• Marketing Communication, Integrative and creative communication to interact and inform. • Manage, inform and communicate efficiently through the web. For productivity, collaboration and business • Individual tailored marketing strategic guidance and advice for identifying appropriate marketing campaigns • Organisation of 2 editions of the European Researchers' Night Portugal • Participation at the www.securepart.eu project with implementation of an MML approach

Skill/competence matrix

The xx consortium has been set up with expert partners in all relevant key topics (health literacy, mapping,

	Skills						
	Sample Text	Sample Text	Sample Text	Sample Text	Sample Text	Sample Text	Sample Text
Team Member A	◕	◕	◕	◕	○	○	○
Team Member B	◕	◕	◔	○	○	○	○
Team Member C	◑	○	◔	○	◑	◔	◔
Team Member D	◑	◑	●	◑	◔	○	◑
Team Member E	◕	○	●	○	○	○	○
Team Member F	◕	◑	○	◕	◑	◑	◕
Team Member G	◑	○	◔	○	●	◔	●
Team Member H	○	●	●	◕	○	○	◕

management

Table 5 Complementary competences of the project consortium

Placeholder

This is a sample text. Insert your desired text here.

- ○ No Competence
- ◔ Low Competence
- ◑ Some Competence
- ◕ High Competence
- ● Expert

Example

Proposal Part A

Section 4 'Ethics Issues Table' – 10 Questions:

1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS			Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?		○ Yes ○ No	
If YES:	Will they be directly derived from embryos within this project?	○ Yes ○ No	
	Are they previously established cells lines?	○ Yes ○ No	
	Are the cell lines registered in the European registry for human embryonic stem cell lines?	○ Yes ○ No	
Does this activity involve the use of human embryos?		○ Yes ○ No	
If YES:	Will the activity lead to their destruction?	○ Yes ○ No	
2. HUMANS			Page
Does this activity involve human participants?		○ Yes ○ No	
If YES:	Are they volunteers for nonmedical studies (e.g. social or human sciences research)?	○ Yes ○ No	
	Are they healthy volunteers for medical studies?	○ Yes ○ No	
	Are they patients for medical studies?	○ Yes ○ No	
	Are they potentially vulnerable individuals or groups?	○ Yes ○ No	
	Are they children/minors?	○ Yes ○ No	
	Are they other persons unable to give informed consent?	○ Yes ○ No	
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?		○ Yes ○ No	
If YES:	Does it involve invasive techniques?	○ Yes ○ No	
	Does it involve collection of biological samples?	○ Yes ○ No	
Does this activity involve conducting a clinical study as defined by the Clinical Trial Regulation (EU 536/2014)? (using pharmaceuticals, biologicals, radiopharmaceuticals, or advanced therapy medicinal products)		○ Yes ○ No	

If 'yes' for any questions, ethic-self assessment to be completed in Part A ***(next slide)***

Proposal Part A

Section 4 'Ethics Issues Table' – Explanation:

ETHICS SELF-ASSESSMENT

If you have entered any issues in the ethics issue table, you must perform an ethics self-assessment in accordance with the guidelines "How to Complete your Ethics Self-Assessment" and complete the table below.

Ethical dimension of the objectives, methodology and likely impact
Explain in detail the identified issues in relation to: – objectives of the activities (e.g. study of vulnerable populations, etc.) – methodology (e.g. clinical trials, involvement of children, protection of personal data, etc.) – the potential impact of the activities (e.g. environmental damage, stigmatisation of particular social groups, political or financial adverse consequences, misuse, etc.)
Compliance with ethical principles and relevant legislations
Describe how the issue(s) identified in the ethics issues table above will be addressed in order to adhere to the ethical principles and what will be done to ensure that the activities are compliant with the EU / national legal and ethical requirements of the country or countries where the tasks are to be carried out. It is reminded that for **activities performed in a non-EU countries**, they should also be allowed in at least one EU Member State.

Explanation about how you will deal with your Ethics issues in the proposal

Provide appropriate documents as evidence

If not, timeframe for approvals/ authorizations

New

Proposal Part A

- Section 4 'Ethics Issues Table' – 10 Questions:

1. **Human embryonic stem cells (hESCs) and human embryos (hEs)**
2. **Humans***
3. **Human cells/tissues***
4. **Protection of personal data** (collection, recording, storage, deleting)
5. **Animals** (favour alternative methods – 3 R's: Replacement, Reduction, Refinement)
6. **Non-EU countries*** (prohibited in EU, exploitation, risks)
7. **Environment, Health, Safety** (fauna/flora, humans, research staff)
8. **Artificial intelligence**
9. **Misuse** (malevolent use of research results)
10. **Other ethics issues**

* Informed consent/Information sheet

How to complete your Ethics self-assessment

Submission and evaluation

Evaluation criteria (RIAs and IAs)

EXCELLENCE

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

IMPACT

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

QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

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

Proposals aspects are assessed to the extent that the proposed work is within the scope of the work programme topic

European Commission

Ranking Criteria for ex aequo proposals

By order of priority

1. Aspects of the call that have not otherwise been covered by more highly ranked proposals
2. Scores on ‘Excellence’ then on ‘Impact’ (for IAs, scores on ‘Impact’ then ‘Excellence’)
3. **Gender balance among 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
5. …

Tips & Tricks

Evaluator' suggestions

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

Evaluator' suggestions

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

Evaluator' suggestions

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

APRE

Agenzia per la Promozione della Ricerca Europea

Email: segreteria@apre.it

Tel. +39 06 48 93 9993

www.apre.it

THANK YOU!

Bruno Mourenza

mourenza@apre.it