

ESEH workshop on grant writing

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HORIZON EUROPE

Horizon Europe is the **European Framework Programme for Research and Innovation** for the period 2021-2027, which officially started on 1 January 2021. The European Parliament and the Council have set the budget of around **€95.5 billion** for the most ambitious research and innovation programme ever, funded by the traditional common European budget and the new Recovery Instrument, Next Generation EU.

Building on the successful experience of Horizon 2020, the new Framework Programme will continue to support and promote scientific excellence in Europe with a new mission-based approach, in order to pursue greater social, economic and environmental impact.



*European Commissioner for
Innovation, Research, Culture,
Education and Youth*

*Mariya Gabriel is the Commissioner for Innovation, Research, Culture,
Education and Youth, responsible for Horizon Europe*

HORIZON EUROPE

The Programme aims to :

1. Strengthen and disseminate excellence, frontier and basic research of excellence, fostering a more inclusive and broad participation by citizens, to improve the **link between research, innovation and education**.
2. Support the implementation of the EU's priorities for action and address global challenges affecting quality of life, by implementing policies in line with the **Sustainable Development Goals (Agenda 2030)** and the **Von der Leyen Commission's** 6 priorities for 2019-2024 , the **Paris Climate Agreement**, supporting the European socio-economic model and values, promoting responsible research and innovation, and improving the gender dimension.
3. Increase collaborative links in European R&I, **across sectors and disciplines**, with broader international cooperation and seeking to attract talented researchers through actions supporting mobility.
4. Develop more competitive research infrastructures in the European Research Area by providing transnational access, to promote open science and ensure their visibility to the public, by ensuring open access to scientific publications and research data.
5. Implement a more active and inclusive dissemination to encourage a systematic use of R&I results, especially for leverage effect on private investment and policy development.
6. Set and achieve ambitious targets, through the use of missions, to stimulate R&I activities in SMEs and increase the number of innovative companies.
7. Encourage industrial competitiveness, innovative capacity and employment in Europe by improving access to venture capital.

https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

HORIZON EUROPE - WHAT DOES IT FINANCE 1/7



95.5 billion for 7 years

HORIZON EUROPE - WHAT DOES IT FINANCE 2/7

PILLAR 1 EXCELLENCE SCIENCE

**ERC European Research
Council**

**Pioneering research
carried out by the best
researchers and their teams**

**MSCA Marie Skłodowska-
Curie Actions**

**Mobility and training to
provide new knowledge and
skills to researchers**

**Research infrastructures.
Ri are facilities that
provide resources and
services for the research
communities to conduct
research and foster
innovation in their fields.**

HORIZON EUROPE - WHAT DOES IT FINANCE 3/7

PILLAR 2 GLOBAL CHALLENGES AND EUROPEAN INDUSTRIAL COMPETITIVENESS SIX CLUSTERS

Health

**Culture, Creativity
and Inclusive Society**

**Civil Security for
Society**

**Digital, Industry
and Space**

**Climate, Energy and
Mobility**

**Food, Bioeconomy,
Natural Resources,
Agriculture and
Environment**

HORIZON EUROPE - WHAT DOES IT FINANCE 4/7

PILLAR 3 INNOVATIVE EUROPE

EIC European Innovation Council

Promotes breakthrough innovation with scale-up potential at the global level.

It focuses mainly on breakthrough, deeptech and disruptive innovation, targeting especially market-creating innovation.

European innovation ecosystems

The EU aims to create more connected and efficient innovation ecosystems to support the scaling of companies, encourage innovation and stimulate cooperation among national, regional and local innovation actors.

EIT European Institute of Innovation and Technology

EIT is an independent EU body.

It increases Europe's ability to innovate by nurturing entrepreneurial talent and supporting new ideas. The EIT will also contribute to achieving the 4 key strategic orientations in the Horizon Europe strategic plan.

HORIZON EUROPE - WHAT DOES IT FINANCE 5/7

WIDENING PARTICIPATION AND SPREADING EXCELLENCE

- **Widening Participation and Spreading Excellence** actions under Horizon Europe, contribute to building research and innovation capacity for countries lagging behind.
They will strengthen their potential for successful participation in transnational research and innovation processes, promote networking and access to excellence.
Participants in the programme will be able to upgrade their research and innovation systems, making them stronger and allowing the EU as a whole to advance together, in line with the policy objectives of the European Research Area.

HORIZON EUROPE - WHAT DOES IT FINANCE 6/7

5 MISSIONS

The Horizon Europe Missions are one of the main novelties for the 2021-2027 period. EU Missions are a **new way to bring concrete solutions to some of our greatest challenges**. They have ambitious goals and will deliver concrete results by 2030. They will deliver impact by putting research and innovation into a new role, combined with new forms of governance and collaboration, as well as by engaging citizens.



49 European Partnerships

European Partnerships bring **the European Commission and private and/or public partners together to address some of Europe's most pressing challenges through concerted research and innovation initiatives**. They are a key implementation tool of Horizon Europe, and contribute significantly to achieving the EU's political priorities.

By bringing private and public partners together, European Partnerships help to avoid the duplication of investments and contribute to reducing the fragmentation of the research and innovation landscape in the EU.

The partnership candidates are collected across 5 areas.

health

digital, industry and space

climate, energy and mobility

food, bioeconomy, natural resources, agriculture and environment

partnerships across themes

HORIZON EUROPE - WHO CAN PARTICIPATE?



Horizon Europe is open to **all legal entities**. This means that **individuals, researchers, businesses, institutions, universities, associations, organisations, etc. established in an EU Member State or a country associated with Horizon Europe can participate and receive funding from the programme.**

Horizon Europe promotes **international, cross-sectoral cooperation**. For most programmes, a project requires participation of at least three partners from three different EU Member States or associated countries, of which at least one has to be from a Member State.

Exceptions: EIC Accelerator, EIC Strategic Challenges, and personal grants based on individual participation, as well as individual topics like ERC - European Research Council, MSCA – Marie Skłodowska Curie actions, EIC - European Innovation Council

HORIZON EUROPE – ACTIVITIES ELIGIBLE FOR FUNDING – TYPE OF ACTIONS

Research and innovation action (RIA)

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

Innovation action (IA)

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

Coordination and support actions (CSA)

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

Programme co-fund actions (CoFund)

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

Innovation and market deployment actions (IMDA)

Activities that embed an innovation action and other activities necessary to deploy an innovation on the market. (EIC)

Training and mobility actions (TMA)

Activities that aim to improve the skills, knowledge and career prospects of researchers, based on mobility between countries and, if relevant, between sectors or disciplines. (MSCA)

Pre-commercial procurement actions/ (PCP)

Activities that aim to help a buyers' group to strengthen the public procurement of research, development, validation and, possibly, the first deployment of new solutions

Public procurement of innovative solutions actions (PPI)

Activities that aim to strengthen the ability of a buyers' group to deploy innovative solutions early

HORIZON EUROPE – FUNDING RATE

Type of Action	Funding rate
Research and innovation action	100%
Innovation action	70% (except for non-profit legal entities, where a rate of up to 100% applies)
Coordination and support action	100%
Programme co-fund action	Between 30% and 70%
Innovation and market deployment	70% (except for non-profit legal entities, where a rate of up to 100% applies)
Training and mobility action	100%
Pre-commercial procurement action	100%
Public procurement of innovative solutions action	50%



HORIZON EUROPE – 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.



HORIZON EUROPE – EVALUATION CRITERIA (RIAS AND IAS)

Evaluation points are awarded for the three criteria. For full proposals, each criterion is scored at 5 points. The individual threshold for each criterion is 3 points. The overall threshold, applied to the sum of the three scores, is 10 points. Only proposals that exceed both the individual thresholds and the overall threshold may be considered for funding. Other proposals are rejected.

In the case of the two-stage proposal submission procedure, only the "Excellence" and "Impact" criteria are evaluated in the first stage. The individual threshold for both criteria is 4 points.

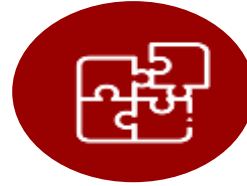
HORIZON EUROPE – THE PROPOSAL TEMPLATE

New features in the Horizon Europe proposal



NEW FIELDS IN PART A

- Researchers table – needed to follow up researchers careers (HE indicator)
- Role of participating organisation
 - Self-declaration on gender equality plan



FIELDS MOVED FROM PART B TO PART A

- Ethics self-assessment
- Security questionnaire (NEW! in all HE proposals)
- Information on participants' previous activities related to the call



NEW IN PART B

- Glossary of terms.
- Consistency on the use of terminology is ensured in all project phases (from WP to proposal and reporting)
- Extensive explanations on what exactly should be included in each section.

HORIZON EUROPE LET'S START 1/7

Calls are published on the official Horizon 2020 website, the Participant Portal

- <http://ec.europa.eu/research/participants/portal/desktop/en/home.html> **SEDIA PORTAL Single Electronic Data Interchange Area**


In order to participate in the Horizon Europe programme, and thus receive financial support for your research, you must identify the "**Call for proposal**" in which your project may fall.

The activities of the Horizon Europe programme and the funding opportunities are outlined in **multi-annual work programmes** drawn up by the European Commission.

In the Funding Opportunities section you will find all open calls for proposals as well as forthcoming, which can be selected according to the topic of interest. The system also allows you to search by single topic (specific research theme of a call) by keyword, in the search topic section.

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-7-digital-industry-and-space_horizon-2021-2022_en.pdf

HORIZON EUROPE LET'S START 2/7



Funding & tender opportunities
Single Electronic Data Interchange Area (SEIDIA)

English

Register

Login

SEARCH FUNDING & TENDERS ▾ HOW TO PARTICIPATE ▾ PROJECTS & RESULTS WORK AS AN EXPERT SUPPORT ▾

All documents will be unavailable in the Grants and Audits Management Services, in the Participant Register Services moreover, will have to be restored by the Service Desk.

Support overview
Guidance & Manuals
FAQ
Helpdesk & Support Services

2022 between 07:30 and 08:10. Please refrain from launching any document-related process, since these will not work and

Find calls for proposals and tenders

Search calls for proposals and tenders by keywords, programmes...

Search

EU Programmes

Asylum, Migration and Integration Fund (AMIF)	Border Management and Visa Instrument (BMVI)	Customs Control Equipment Instrument (CCEI)	Connecting Europe Facility (CEF)	Citizens, Equality, Rights and Values Programme (CERV)	Creative Europe (CREA)
Customs Programme (CUPIT)	Digital Europe Programme (DIGITAL)	Europe Direct (ED)	European Defence Fund (EDF)	European Parliament (EP)	EU Anti-fraud Programme (EUFAP)
European Solidarity Corps (ESC)	Erasmus+ Programme (ERASMUS)	EU4Health Programme (EU4H)	European Social Fund + (ESF)	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	Euroatom Research and Training Programme (EURATOM)
Fiscalis Programme (FISC)	Innovation Fund (INNOVATION)	Internal Security Fund (ISF)	Horizon Europe (HORIZON)	Single Market Programme (SMP)	Social Pragmatic and Specific Competences Lines

News

22 Dec. 2021
Reporting on Results - Important Communication to Implementing Partners
This communication serves as notification in case your contractual conditions establish a pre-notice period for the use of an e-reporting system. Dear implement...

22 Dec. 2021
First Connecting Europe Facility (CEF) Digital Calls - Info Day on 19 January 2022
The European Health and Digital Executive Agency (HaDEA) is organising an Info Day on the First Connecting Europe Facility (CEF) Digital calls. The event will...

20 Dec. 2021
CitizensHack2022 - register now
The first Knowledge Valorisation Hackathon, CitizensHack2022, is now open for applications until 23 January 2022. CitizensHack2022 will take place on 10-12 Feb...

All news >

Useful links

HORIZON EUROPE LET'S START 3/7

EU Login
One account, many EU services

English (en)

[Create an account](#)

Create an account

[Help for external users](#)

First name

Last name

E-mail

Confirm e-mail





E-mail language



English (en) ▼

☐ By checking this box, you acknowledge that you have read and understood the [privacy statement](#)

[Create an account](#) [Cancel](#)

HORIZON EUROPE LET'S START 4/7


 [SEARCH FUNDING & TENDERS](#)  [HOW TO PARTICIPATE](#)  [PROJECTS & RESULTS](#) [WORK AS AN EXPERT](#) [SUPPORT](#) 

 **All documents will be unavailable** in the Grants and Audits Management Services, in the Participant Register Services and in 'My Expert Area' on **Wednesday 12.01.2022 between 07:30 and 08:10**. Please refrain from launching any document-related process, since these will not work and moreover, will have to be restored by the Service Desk. 

[Need help?](#)

Work as an expert

The European Union Institutions appoint external experts to assist in the evaluation of grant applications, projects and tenders, and to provide opinions and advice in specific cases.



Being an expert for the European Commission

In particular, experts assist in:

- **Evaluation** of proposals, prize applications and tenders
- **Monitoring** of actions, grant agreements, public procurement contracts

In addition, experts provide opinion and advice on:

- **Preparation, implementation and evaluation** of EU programmes and design of policies.

In order to select experts, the European Union Institutions publish regularly calls for expression of interest (see list below) detailing the selection criteria, the required expertise, the description of the tasks, their duration and the conditions of remuneration.

Interested? Please join the database of external experts!

[Register as expert](#)

As new expert, you will be first requested to create your EU login account and register your profile.

Registered experts can update the profile via the My Expert Area after [login](#).

News

14 Oct, 2021

CINEA Innovation Fund – Call for experts

The European Climate, Infrastructure and Environment Executive Agency (CINEA) is looking for experienced technical and Life Cycle assessment (LHG) experts, at ...



07 Sep, 2021

European Defence Fund (EDF) - Call for experts!

A call for experts for EDF has been published on the European Commission DG DEFIS website. **IMPORTANT:** interested experts are invited to register in the Funding...


[All news >](#)

Quick Links

-  Standard briefing slides for experts (IHE)
-  FAQ for Experts


HORIZON EUROPE LET'S START 5/7


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

 **Funding & tender opportunities**
Single Electronic Data Interchange Area (SEDIA)

English **EN**

Register **Login**

 **SEARCH FUNDING & TENDERS** ▼ **HOW TO PARTICIPATE** ▼ **PROJECTS & RESULTS** **WORK AS AN EXPERT** **SUPPORT** ▼

select programme 

Funding & tender opportunities (the Single Electronic Data Interchange Area) is the entry point for participants and experts in funding programmes and tenders managed by the European Commission and other EU bodies. >

HORIZON EUROPE LET'S START 6/7

Each part of **work programme** is designed around a series of coherent packages of **calls for proposals** and **impact-driven destinations** and **topics**.

Each **destination** describes socio-economic challenges to be addressed and the related expected impacts that R&I activities will contribute to.

In many cases, destinations correspond directly to an expected impact identified in the Horizon Europe Strategic Plan 2021-2024,.

Under each destination, **one or more topics describe the expected outcomes and the scope of the research and innovation activities to be supported**.

The **expected outcomes** are the desired effects of the project in the medium term such as the uptake, diffusion, use and/or deployment of the project's results by direct target groups. The **scope** describes the area of research/innovation that needs to be tackled if the expected outcomes are to be successfully addressed, without prescribing the method to achieve them. It is therefore up to the creativity and skill of the applicants to design a project that will generate results and substantially contribute to the expected outcomes and impacts.

HORIZON EUROPE LET'S START 7/7

Strengthening the European forest-based research and innovation ecosystem

TOPIC ID: HORIZON-CL2-2022-CIRCBI0-01-01

[Open](#)

General information	General information
Topic description	Programme Horizon Europe Framework Programme (HORIZON)
Destination	Call Circular economy and bioeconomy sectors (HORIZON-CL2-2022-CIRCBI0-01)
Conditions and documents	Type of action HORIZON-RIA HORIZON Research and Innovation Actions
Partner search	Type of NGA HORIZON Action Grant Budget-Based (HORIZON-AG)
Submission service	Deadline model single-stage
Topic related FAQ	Opening date October 2021
Get support	Deadline date 15 February 2022 17:00:00 Brussels time
Call updates	

[Go back to search results](#)

Topic description

Expected Outcome

To support the new EU forest strategy, successful proposals will assess research needs and funding possibilities for forestry and the forest-based sector, notably for the multifunctionality and management of forests in Europe based on the three pillars of sustainability (economic, environmental and social). Project results are expected to contribute to all of the following expected outcomes:

- Better insight into funding sources (including Horizon Europe, rural and regional development funds) and streamlining of research and innovation (RI&I) actions in Europe
- Establishment of a supportive environment allowing stakeholders to identify jointly existing research gaps and future priorities to coordinate research efforts at regional, national and European level
- Intensified trans-national RI&I cooperation in forestry and the forest-based sector on research priorities, critical and key technologies
- Creation of an innovative ecosystem with relevant stakeholders in the EU and associated countries to support the evolution of the forest-based sector

[Show more...](#)

Destination

Circular economy and bioeconomy sectors

This destination and its topics target dimensions of circular and bioeconomy transitions, covering safe integrated circular solutions at territorial and sectoral levels, for important material flows and product value chains, such as the textile, electronics, plastics and construction sectors, as well as key bioeconomy sectors such as sustainable bio-based systems, sustainable forestry, small-scale rural life-based solutions, and aquatic value chains. With this approach, the destination supports the European Green Deal, and other European initiatives such as the Industrial Strategy, SME Strategy, Circular Economy Action Plan, Bioeconomy Strategy, Biodiversity Strategy, Farm to Fork Strategy, Textile Strategy, and the Action Plan on Critical Raw Materials, and the Forest Strategy.

More specifically, the focus on circularity is in line with Horizon Europe Clusters 4 and 5, in particular, Cluster 4 dealing with industrial and technological aspects and raw materials supply, including construction with lower environmental footprint, through modularisation, digital technologies, circularity and advanced materials, while Cluster 5 has a systemic approach across sectors, including civil society, covering the whole value chain including technological, business, governance and social innovation aspects. It aims at less waste and more value by extending the lifetime and restoring the value of products and materials. It supports a sharing, reusing, and

HORIZON-CL2-2021-DEMOCRACY-01-02: Economic models and modern democracies MEANS: HORIZON EUROPE CLUSTER 2 WORK PROGRAMME 21-22 DESTINATION 1, CALL 2

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-5-culture-creativity-and-inclusive-society_horizon-2021-2022_en.pdf

HORIZON EUROPE PROGRAMME

STANDARD APPLICATION FORM (RIA, IA) 1/2

ADMINISTRATIVE FORM

PART A PPSS (E-FORM)

- A1 – General information
- A2 – Partner description + Gender Equality Plan
- A3 – Budget
- A4 – Ethics & Security
- A5 – other questions

TECHNICAL FORM

PART B1 B3 – Word/pdf

The limit for a full application is 45 pages (RIA and IA)

The limit for 'Coordination and support' actions (CSA) is 30 pages

The limit for 'Programme co-fund' actions is 70 pages

The limit for a first-stage application is 10 pages

Excellence

Impact

Implementation

HORIZON EUROPE PROGRAMME

STANDARD APPLICATION FORM (RIA, IA) 2/2

Title of the Proposal and Acronym. *Use an impactful title and acronym. The essence of the project must be understandable from the title.*

List of Participant (table)

Use the same name, number and abbreviation on the form.

Make sure you check the country codes.

Partner names are usually entered in the Partner's mother tongue.

Section 1 Excellence What will we achieve?

Section 2 Impact How will we let people outside the Partnership know what we are achieving?

Section 3 Quality and efficiency of the implementation . Who and how will we implement the project?

HORIZON EUROPE PROGRAMME

STANDARD APPLICATION FORM (RIA, IA)

Section 1 Excellence 1/18

1.1 Objectives and ambition (4 pages)

1.2 Methodology (15 pages)

- 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

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 1 *Excellence* 1.1 *Objectives and Ambition* 2/18

1. 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?

- Clearly state the general objective and specific aims of the project from the very first lines, explaining in detail and quantifying as much as possible.
- It must be clear from the outset that this is an innovative project that will produce tangible, internationally relevant, important and exploitable results. It must be clear that it meets the "Challenges" indicated in the topic.
- Check at the end of the drafting of the project that the objectives are consistent with the activities, results and expected impacts (Logical framework).
- Explain the general concept behind the project not only from the coordinator's point of view... the contribution of your partners is crucial.
- The objectives must be ambitious, but nevertheless feasible CREDIBILITY of the project is an evaluation criterion.
- The working group must have clear and established experience in the project topic.
- Read and revise the call
- Use tables and graphs , Insert bibliographical references of elements of the working group, Use words such as Improve, strengthen, facilitate, realise... to describe the overall aim.
- Use to describe the specific objectives Testing, pilot plant, promote, identify, develop new knowledge,

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 1 Excellence 1.1 Objectives and Ambition 3/18

Specific objectives

The overall goal of the VIRTUS ERA Project will be achieved through a set of specific, measurable, achievable realistic and time constrained specific objectives:

Objective 1 - To promote the awareness of people's' identities, through place-based and participatory approaches, in order to strengthen a European cultural identity, whose values have to be protected and transferred to future generations.

Objective 2 - To identify a set of strategic options – including technological tools - to support the promotion of a common European identity shared among the rural areas included in the cross-border hub.

Objective 3 - To contribute to theory development and practice, by empirical experimenting and validating best practices within a Community building Laboratory setting, and procedural development, particularly by providing European regions with a set of strategies to optimally engage with relevant stakeholders and co-create sustainable cultural tourism experiences.

Objective 4 - To exploit the development opportunities related to the cultural tourism in European rural areas, by optimizing its innovative potential generated by cooperation at local, regional, national, and transnational level.

Objective 5 - To reinforce the awareness and image of tangible and intangible cultural assets by implementing strategies for cross border cooperation between EU Member States and Associated Countries so as to boost the potential of rural areas to become tourism destinations in Europe.

Objective 6 - To identify themes and areas where intervention at local, regional, national and transnational levels may assist in achieving balance between negative and positive impacts of the cultural tourism.

Objective 7 - To develop sustainable cultural tourism as a tool to ensure equity and reduce inequalities among different rural areas in Europe.

Objective 8 –

Objective 9 –

Objective 10 -

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 1 Excellence 1.1 Objectives and Ambition 4/18

Table 1.1a - MIDAS specific objectives

GAP	Fragmentation of the research and innovation ecosystem, complex climate-related data landscape, and duplication of efforts related to the EU Climate initiatives.
Objective 1	Synthesize research and innovation efforts, mapping relevant sources of climate data - from both existing EU services and frameworks (such as Copernicus, GEOSS, EMODnet and ESA¹) as well as national and local services), and making the above findings publicly available in order to bridges the gap between the existing fragmented knowledge and the needs of the stakeholders (WP1)
Outputs & outcomes	<ul style="list-style-type: none"> – Synthesis and capitalization of research and innovation efforts. – Publicly-available atlas of data, including instructions on how to reuse this data to perform common analysis in support of climate-related urban practices.
GAP	Lack of robust knowledge on how the climate is changing at the local scale and fragmented knowledge on how to use downscaled information to support the implementation of local-level adaptation and mitigation practices.
Objective 2	Provide a methodology for the analysis and multi-staged downscaling at the local level of global scale climate change data and information with increased levels of accuracy for the implementation at local level (city, urban areas etc.) of policies and strategies on the environment and society, including the climate adaptation strategy (WP2, WP3).
Outputs & outcomes	<ul style="list-style-type: none"> – Downscale at local scale and application of reliable climate models, replicable in the Mediterranean, that use data from different sources (WP2). – Integration of down-scaled data with other relevant urban data and collection in databases and catalogues (WP2). – Climatic hazards visualization through thematic maps at local scale (WP3)

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 1 *Excellence* 1.1 *Objectives and Ambition* 5/18

2. 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.

- Demonstrate a clear and tangible connection between the approach and final objectives of the proposed project and the challenge and expected results of the Work Programme
- Make sure that you have covered all aspects of the Work Programme (especially Specific Challenge and Scope).
- Do not forget to read the introductory part of the work programme.
- Draw up a SCOPE / RELEVANCE table showing on the left-hand side elements of the call and on the right-hand side how and at what stage the project meets the requirements of the call.
- Describe how the project will contribute to innovating the state of the art in the sector in which it is inserted, how it will contribute to the growth of knowledge in the sector in which it is inserted.

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 1 Excellence 1.1 Objectives and Ambition 6/18

<p><i>[...]should contribute to informing citizens and decision-makers about the impacts of climate change in the decades to come, identify adaptation options, and illustrate what pathways towards climate neutrality entail in terms of production, consumption, planning and lifestyle, incorporating behavioural factors.</i></p>	<p>MIDAS Project contributes, as a whole, to the scope of the topic. In particular, WP3 (MIDAS Hub design & building) is addressed to the building of a hub as a tool addressed to citizens, decision makers and other stakeholder. It uses climatic, urban and socio-economic data to identify the main impacts and to inform about the adaptation and mitigation options, suggesting project alternatives and sources of funding. It also suggests the pathway to reduce the carbon footprint and how to reach climate neutrality, showing the relationship between high- energy consumption, use of non-renewable sources, pollution and climate change. To overcome information, psychological and cultural barriers, MIDAS proposes a model that provides for the direct involvement of stakeholders. MIDAS OLLs (WP4) aim to be a laboratory open to all to experiment innovative pathways to inform and affect individual and collective behaviours, applying innovative and “convincing” tools (People's climate plan, The Stories of other Worlds, Cross border peer learning and workshops</p> <p>Local Workshop Stakeholder) or approach (the Foresight, Nudging) (WP4, WP7). Through the activities of the OLLs, new climate services and new information more in line with the needs of end users will be included in the Hub. The implementation in the pilot sites represents the moment to verify and test the quality of the project and the responses of the stakeholders.</p>
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HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 1 *Excellence* 1.1 *Objectives and Ambition* 7/18

3. 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.

- Emphasise the innovativeness of the idea also in consideration of the applicability/replicability for scientific and commercial purposes, referring whenever possible to products and processes already on the market of which your project represents an upgrade.
- Clearly describe the benefits generated by the project on end-users.
- You have to show that without your project... Europe will miss an opportunity.

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Section 1 *Excellence* 1.1 *Objectives and Ambition* 8/18

The Technology Readiness Level (TRL)

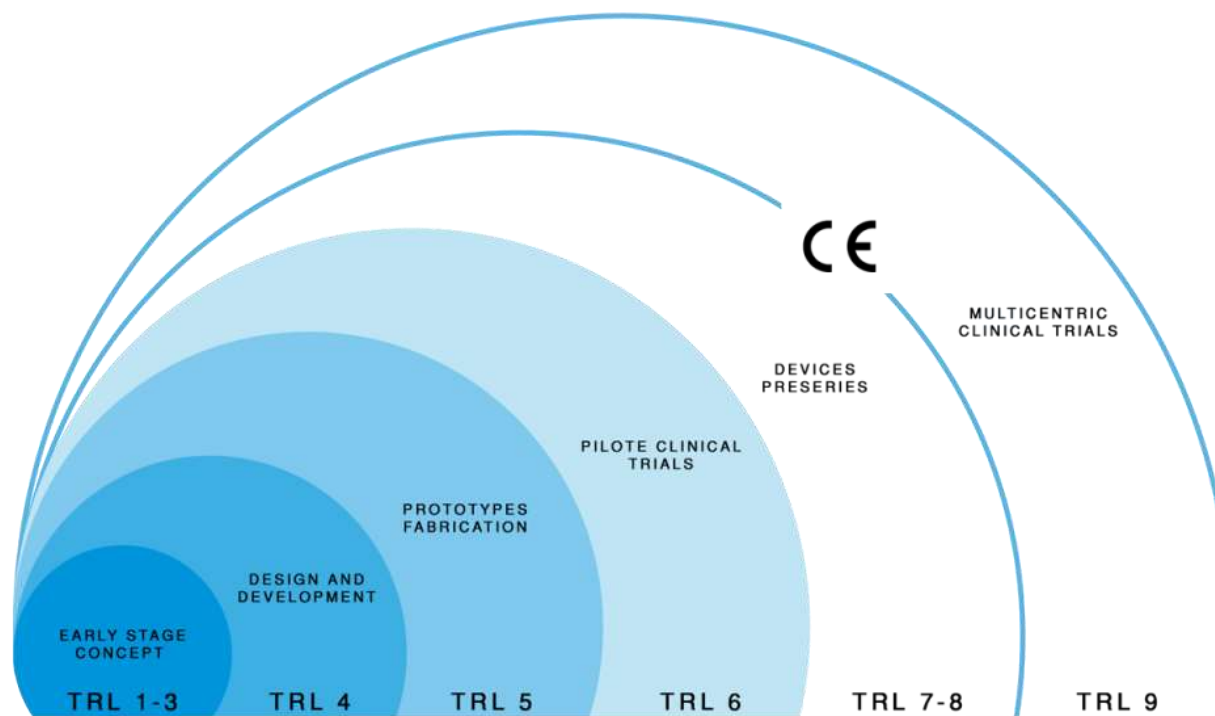
The acronym TRL comes from the English Technology Readiness Level and corresponds to a scale of numerical values that estimate the technological maturity of a product.

Where do TRLs come from?

The first to use this tool to quantify its technological progress was NASA, which, as early as 1977, assigned values to the levels of technological competence then evolving in its field.

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Section 1 *Excellence* 1.1 *Objectives and Ambition* 9/18



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Section 1 *Excellence* 1.2 *Methodology* 10/18

1. 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]

- What will be the main activities covered by the project and why have they been chosen?
- Which technologies, methodologies, equipment, tools, models, materials will be used and why?
- It is essential that the methodology described is logically linked to the project's objectives and that the discussion on these pages makes it clear that the methodological approach described is such as to guarantee the achievement of the envisaged objectives. (Logical Framework approach)
- The project idea must become clear: what is your 'solution' to the problem stated in the topic? Outline the background and approach: why is this particular approach needed to achieve impact? Provide sufficient information and use figures, tables and formulas in addition to text to visualize your methodology and concepts.
- Include bibliographical references (or other elements, such as patents) on which your methodology is based in the footnotes.

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2. 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]

- Describe research activities, both national and international, not necessarily carried out by the partnership, which are related to the project, in the sense that your project capitalises on and makes use of partial or final results of some of them by advancing knowledge.
- Try to identify coherence and continuity with previous EU projects funded under previous Work Programmes.
- Any other collaboration with national and/or international research groups may be important.

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1. PUCS, H2020-EU.3.5.1, <http://climate-fit.city>

MIDAS aims to provide possible operational solutions to the impacts of climate change on cities by involving both citizens and stakeholders. This approach complements that of PUCS that focuses on trade and economic issues.

2. CLARITY, H2020-EU.3.5.1., <https://www.clarity-h2020.eu/>

MIDAS could use and integrate data and other results of CLARITY, especially focusing on the use of innovation technology to support the decisional process based on the contribution of active citizenship.

3. Insurance-Oasis Innovation Hub, H2020-EU.3.5.1., <https://h2020insurance.oasis-hub.co/>

Oasis combines climate services with damage and loss information and provides a standardized risk assessment process. MIDAS could implement the Oasis model offering information end-user behavior.

4. CUTLER, H2020-EU.3.6.2.2., <https://www.cutler-h2020.eu/>

Dataset resulting from CUTLER could play a useful role for MIDAS. Its innovation is to connect databases into tailored applications to bridge the gap between data providers, intermediate users and final users.

5. Developing a Global Market for Climate Risk Information, EIT Climate-KIC, <https://www.climate-kic.org/projects/ci>

The EIT Community could be a possible future supporter of the MIDAS project, also contributing to the dissemination of actions and amplifications of MIDAS results.

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Strengths	Weaknesses	MIDAS advancements
<i>Climate-ADAPT, European Countries, https://climate-adapt.eea.europa.eu/</i>		
The platform collects a broad knowledge concerning expected climate change in Europe and potential adaptation strategies and tools.	A large amount of information and data can confuse users.	MIDAS Hub will avoid this issue offering customized access to citizens, policymakers and stakeholders.
<i>Climate APP, Not applicable, https://climateapp.net.au/</i>		
The app generates a set of feasible climate adaptation measures, according to some technical filters.	The app does not take into account any potential integrative planning tools and strategies to make all the adaptation measures effective. Moreover, it does not consider any different territorial contexts and consequent issues.	MIDAS Hub will take a cue from this approach but will not limit its application to adaptation actions, and it will consider socio-economic aspects, for the set of feasible measures to be implemented.
<i>Climate Information, Worldwide, https://climateinformation.org/</i>		
The platform has a simple and accessible architecture that make the service very user-friendly.	It hides the knowledge behind scenarios and climatic models.	MIDAS will take into account socio-economic variables in replicable and reliable models and offer potential adaptation or mitigation solutions to climate risks.

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Section 1 *Excellence* 1.2 Methodology 14/18

3. 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]

4. 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]

- For topics where the SSH is needed, you should ensure that contributions from SSH disciplines are integrated throughout the proposed project. This means involving these experts from the start and to give them a significant role in the project and consortium.
- If you consider that SSH is not relevant for the project, provide a solid argumentation why this is the case. Linked to the SSH discipline is social innovation, which is a frequently used and important term within Horizon Europe.
- Social innovation helps answering societal and environmental challenges, connecting society with innovation.

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Section 1 Excellence 1.2 Methodology 15/18

1.2.4 Interdisciplinary consideration and integration of SSH

XXXXXXX consortium aggregates a large number of partners coming from different sectors and backgrounds with the aim to create interdisciplinary working team to couple the research and innovation side with the efforts of the institutional and political side to overcome the existing barriers in a way that bridges the gap between the expert tools already used by scientists, and the needs of stakeholders who are making decisions today that will both, affect and be affected by climate change and its impacts. These synergies will facilitate and favour the adoption of organizational and institutional solutions and changes as well as the innovation uptake on the business and industrial side. As suggested by figure # the XXXXXX circle matches a spatial approach (Vulnerability assessment, Climate Change Assessments) with an ethnographic approach (social and anthropological studies), financial assets (economy and politics), environmental and technological issues (environmental science, ICT), as well as legal issues (liability and responsibility).

The Composition of Consortium encompasses various disciplines: from urban and territorial planning, climate data processing, building system engineering, sustainable resources climate and resilience, sociology, political science to economics, history, culture, law and ethics, etc. The added value of including different aspects of SSH in the project is visible. In order to sustain and promote this approach the work methodology will promote:

- creating of cross-sectoral working groups in tasks involving SSH and STEM experts to facilitate sharing common
- ideas, problems and solutions about climate adaptation and mitigation measure;
- providing mixed expertise (SSH and STEM) in all WPs –to ensure regular communication between all disciplines
- and to guarantee that all partners are confident with and understand the proposed scientific approach;
- assuring regular communication at the proposal stage and in the implementation stage that ensures an environment
- open for discussion and exchange of ideas;
- creating an environment of mutual respect and curiosity between SSH and STEM experts;
- allocating sufficient time and resources to deal with possible misunderstandings or conflicts.

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5. 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.

- If you are doing research that involves individuals (for example, as subjects, as end-users, or as sources of knowledge), you should explain how you explicitly take gender dimensions into account in the project. For example, results of the research could be different for women than for men? Or it is known (or not) that men react differently within a certain context or culture? Will this influence the results of the project? How will the project deal with this? If gender does not play a role, indicate this in a concise and substantiated way.
- 'Gender dimension' means integrating sex and gender analysis into research. In addition to the gender dimension, the gender balance can also play a role in research. What is the male/female ratio of the participating subjects, what gender are the people you are interviewing? This is not always necessarily about it being 50/50 (sometimes it is, e.g. in a clinical study), but explain how you deal with gender balance and how you think you can achieve a balanced participation of both men and women in the project.

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Sex/Gender Dimension (b2)

Agriculture is central to national economies in the Mediterranean countries, especially in the MENA region, and women play a key role in agricultural production, food processing and marketing as well in dietary diversity. They also undertake a range of community-level activities that support agricultural development, such as soil and water conservation, afforestation and crop domestication. At the same time, women face numerous obstacles to access productive inputs, assets and services, which not only heighten their vulnerability to food insecurity, but also considerably reduce their contribution to overall agricultural production. Based on last year available at ILO database, the share of women employed in agriculture over total employment in agriculture is 26% in Italy, 24% in Israel, 17% in Palestine and 4.5% in Jordan, much lower than the share of women employed in non-agriculture sector in each country. Thus, empowering women is not just necessary for their well-being, but also a means to broader agricultural development and food security, and it is economically sound. Studies show that, if women farmers were given the same access to resources (such as land, finance and technology) as men, their agricultural yields could increase by 20 to 30%; national agricultural output could rise by 2.5 to 4%; and the number of malnourished people could be reduced by 12 to 17%. Hence, the potential of agricultural sustainable development, poverty reduction and food security will not be reached unless there is a true concerted effort to work towards gender equality and women's empowerment. In line with the EU's Farm to Fork Strategy and the New Agenda for the Mediterranean, and following the approach proposed by the EU's Gender Equality Strategy 2020-2025, INSSURAMed intends to address the gender dimension in an integrated way. In the sustainability package (WP4), INSSURAMed will identify gender constraints and difficulties to the agriculture labour market and to aquaponics implementation as one of the main points designing the project sustainability/scaling-up strategy. During the project, we will address these issues attempting to help women to overcome their constraints. We will attempt to involve 40% of women in OFLs (WP1), and particularly in trainings. The platform Aquaponics Agorà (WP3) will be built in a gender-neutral way, i.e., avoiding gender discriminatory algorithms and systems such as nicknames or avatars that avoid identifying gender. This can have many implications for research and experimentation in pilot areas as well as in project's outcomes with particular reference to climate change adaptation and mitigation; sustainable agricultural systems; rural households' livelihood and well-being; employment; rural migration; inclusive and fair value chains; food security; and prevention of and response to food crises. In addition, INSSURAMed will actively encourage gender-balanced participation in the overall project's scientific activities as well as in dissemination and exploitation actions.

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Section 1 *Excellence* 1.2 Methodology 17/18

5. 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.

- What types of data will the project generate/collect?
- Which standards will be used?
- How will this data be exploited and/or shared/ made accessible for verification and reuse? If data cannot be made available, please explain why.
- How will this data be processed and stored?

It is about Open access no dissemination

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Section 1 Excellence 1.2 Methodology 18/18

1.2.6 Open Science and Data Management

The Consortium adheres to the principle of the *Open Science* movement to make scientific research (including publications, data, and software) and its dissemination accessible and developed through collaborative networks. To meet this goal, a Data Management Plan (DMP) will be elaborated at M06 and will be regularly updated. Major revisions of the Plan will be performed whenever important changes to the project occur due to inclusion of new data sets, the uptake of new technologies, changes in consortium policies or other external factors. The plan will define the governance of all datasets, software, publications and other relevant artefacts in the scope of the project and will be prepared by considering the FAIR principles and the current template of the "Guidelines on Data Management in Horizon 2020". Nevertheless, the Consortium will comply with the requirements of Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data, as well as to the national legislation of the Pilot urban areas' countries and with new Open Source Software Strategy 2020-2023 of the Commission.

The elaboration, update, and implementation of the DMP will be carried out by a Data Management Team that will operate in close collaboration with all partners involved in the project to ensure a timely and effective management of the data. The following actions will be implemented to ensure maximum adherence with the principle of Open Science:

- Relevant data and information used or produced within the scope of the project will be documented according to international metadata standards and best practices and will be published on the HELP FOR CHANGE Hub in open, structured, and machine-readable formats together with the relevant metadata. Data will be made accessible, easily discoverable, usable, and -wherever possible- interoperable to specific standards, through the implementation of a Data Catalogue.
-

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Section 2 *Impact* 1/18

Aspect be taken into account.

- a. 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.
- b. Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

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Section 2 *Impact 2/18*

1. 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.

2. 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

- a) The expected outcomes are the changes your project will bring about during or shortly after the end of the project . Your proposal should explain what you will do and how your project will achieve.
- b) This Impact is about the phase after the project ends: a) how does each partner in the consortium benefit b) how do the end users / target group benefit c) how will Europe benefit and d) how will the world/society benefit?
- c) Impact is a measure of the benefit derived from Innovation, from the added value of your project.
- d) The greater the benefit the greater the impact
- e) Any kind of benefit
- f) It does not necessarily have to be financial, but also social, technical, commercial, environmental...
- g) The impact must extend beyond the duration of the project.

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Section 2 *Impact 3/18*

- h) Expected impacts are described in the Destination under which a topic resides. This is where you can make a difference! Many project proposals fail on this criterion, simply because people start thinking about impact too late.
- i) We highly recommend that you set up your entire project proposal based on 'Impact'. If you know how you want to achieve the Expected Outcomes, it helps you to: - see which partners you need in the consortium to achieve this impact. - choose a project approach that will lead to the requested impact. - write a proposal that is convincing by showing that your solution will benefit the whole of the European Union.
- j) After reading this chapter evaluators should be convinced that the project results will be used in practice and will bring major (and realistic) positive change.

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Section 2 *Impact 4/18*

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

(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.

- Quantify how this project contributes to the various expected outcomes listed under the topic descriptions..
- Read through the wider impact goals of the respective destination and the cluster work programme. How can this project contribute to these overarching goals? These wider impacts can be found in the introduction chapter of each destination and cluster work programme. Sometimes they refer to European policies and strategy papers you should also take into account then. In addition, general benefits to Europe from this project can be indicated; how can the project results contribute to strengthening the economy/business growth, a better environment, etc.
- Make clear how the project results (deliverables) will lead to impact (over time, after the project ends).
- Some writing tips: a)- Results \neq impact: avoid repeating your results here. – b)Describe the timeline. Ask yourself the question: to achieve a certain outcome, what steps need to be taken to achieve it? –c) Who will make use of the projects results (i.e. the target group), why (what do they want) and how? D)Describe per target group how your results will affect them in the long term.
- Always quantify impact where possible

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Section 2 *Impact 5/18*

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

(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.

- a) Elaborate what external factors could affect achieving the specific outcomes. Specify how the project aims to deal with these potential barriers. For example: Barrier > 'a lack of standardisation, user acceptance or certain legislation may be prohibitive, ...'
- b) How the project will deal with it > 'clearly communicating the problem to relevant bodies that can offer a solution, organising workshops for more acceptance, etc.
- c) Also ensuring that the relevant bodies also participate in the consortium if they play a significant role in the final outcome of the project'. **You could opt to visualise the above in a table. The first column describing the barrier and the second column describing how the project will deal with it.**

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Section 2 *Impact 6/18*

- d) Read and review the specific impacts described in the Work Programme in relation to the topic(s) to which the project relates
- e) Read and review in general the wider impacts of the Horizon Programme itself.
- f) Take into account the DG on which the call depends
- g) Analyse any other reference documents related to the topic/call in question and to the macro-area of interest mentioned in the Work Programme
- h) It is essential to make it clear to the evaluator that the project will contribute materially, at European and/or international level, to the impacts indicated in the Work Programme
- i) Copy the impacts indicated in the work programme and justify the achievement with clear and circumstantial elements
- j) Quantify each impact by identifying indicators
- k) Identify short, medium and long term effects of project activities
- l) Reasoning about barriers and obstacles (they are not necessarily a negative aspect)
- m) Use tables for impacts and indicators

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Section 2 *Impact* 7/18

No.	Expected impacts	Specific impacts through the project	Performance indicators	WPs	Objectives achieved
2	Contributing to reinforcing demand for sustainable and creative uses of European cultural heritage	<ul style="list-style-type: none"> providing practitioner toolkits and mid-level policy briefs that address the need to re-cast heritage sites as hubs for exchange of cultural knowledge and communication between visitors coming from different generational cohorts, and with diverse socio-demographic backgrounds. 	<ul style="list-style-type: none"> delivering 9 heritage site case studies, engaging with 45 heritage practitioners, over 100 young people and over 100 adult visitors to heritage sites 	WP6	02, 07, 09
3	Involving policymakers, stakeholders and educational practitioners in the development and uptake of teaching material and tools both for formal and	<ul style="list-style-type: none"> providing a platform for knowledge exchange between formal and informal educational sectors, as well as civil society activists, policymakers and academics; using this dialogue to develop policy recommendations relevant to inter-cultural communication in communities and educational settings, and addressing policymakers' needs 	<ul style="list-style-type: none"> running 27 policy workshops across nine countries throughout the duration of the project that would contribute to the development of the local intervention events (mini-projects); publishing national and cross-national policy recommendations, synthesising policy recommendations in policy briefs and practitioner toolkits; 	WP8 WP8	010 010

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 8/18*

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

- This section discusses dissemination, communication, and exploitation. Dissemination and communication are very similar. The distinction between the two mainly is in the target group. Dissemination is spreading knowledge to peers, while communication is aimed at the general public (the citizens).
- Looking at the outcomes that you want to achieve (i.e. the previous section 2.1), what do you need to ensure to make that happen?



COMMUNICATION, DISSEMINATION AND EXPLOITATION WHY THEY ALL MATTER AND WHAT IS THE DIFFERENCE?

Communication: Promote your action and results

Inform, promote and communicate
your activities and results

Reaching multiple audiences
Citizens, the media, stakeholders

How?

- Having a well-designed strategy
- Conveying clear messages
- Using the right media channels

When?

From the start of the action until the end

Why?

- Engage with stakeholders
- Attract the best experts to your team
- Generate market demand
- Raise awareness of how public money is spent
- Show the success of European collaboration

Legal obligation of your Grant Agreement

Dissemination: Make your results public

Open Science: knowledge and results (free of charge)
for others to use

Only to scientists?

Not only but also to others that can learn from the results:
authorities, industry, policymakers, sectors of interest, civil
society

How?

Publishing your results on:

- Scientific magazines
- Scientific and/or targeted conferences
- Databases

When?

At any time, and as soon as the action has results

Why?

- Maximise results' impact
- Allow other researchers to go a step forward
- Contribute to the advancement of the state of the art
- Make scientific results a common good

Legal obligation of your Grant Agreement

Exploitation: Make concrete use of results

Commercial, Societal, Political Purposes

Only by researchers?

Not only, but also:

- Industry including SMEs
- Those that can make good use of them:
authorities, industrial authorities, policymakers, sectors of
interest, civil society

How?

- Creating roadmaps, prototypes, softwares
- Sharing knowledge, skills, data

When?

Towards the end and beyond, as soon as the action has exploi-
table results

Why?

- Lead to new legislation or recommendations
- For the benefit of innovation, the economy and the society
- Help to tackle a problem and respond to an existing demand

Legal obligation of your Grant Agreement

What else?



Acknowledge the EU funding!



EUROPEAN COMMISSION TOOLS



Research and Innovation success stories ● ● ●

A collection of the most recent success stories from EU-funded Research & Innovation.



Horizon Dashboard ● ●

An intuitive and interactive knowledge platform where you can extract statistics and data on EU Research and Innovation programmes – sorting by topics, countries, organisations, sectors, as well as individual projects and beneficiaries!



CORDIS ● ● ●

Multilingual articles and publications that highlight research results, based on an open repository of EU project information.



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A service free of charge in case you would like to apply to benefit from one of these services:

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2. Business plan development
3. Go-to-Market Support



Horizon Magazine ●

The latest news and features about thought-provoking science and innovative research projects funded by the EU.



Innovation Radar ● ●

A data-driven method focused on the identification of high potential innovations and the key innovators behind them in EU-funded Research and Innovation projects.



Horizon Impact Award ●

An annual prize to recognise and celebrate outstanding projects that have used their results to provide value for society. The award enables individuals or teams to showcase their best practices and achievements, and inspire beneficiaries of research and innovation funding to maximise the impact of their research!



Horizon Results Platform ● ●

A public platform that hosts and promotes research results thereby widening exploitation opportunities. It helps to bridge the gap between research results and generating value for economy and society. You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others!



Communication



Dissemination



Exploitation

Keep in touch



Contact your PO



Funding & Tenders Opportunities portal



Research Enquiry Service



SOURCE : EUROPEAN COMMISSION

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 11/18*

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

1. 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).
- The communication activities - primarily aiming at involving the general non-scientific public. At different stages during the project it is interesting to communicate about the project. Again, consider which message is important to whom. In other words: what is your message and who is the target group? Describe in concrete terms a number of communication moments and activities, always clearly indicating: what is the message, who is the target group, how (with which communication tools and language) are you going to reach them, what will be the impact? Again, be specific. Think about the so called 'public engagement strategy'. Engaging the general public can be done in various ways, for example: telling something at high schools, talking to patient groups, distributing a press release, creating a Wikipedia page, submitting news articles and radio or television appearances, demonstration activities during science days, using social media, record a podcast series with relevant stakeholders etc

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Section 2 *Impact 12/18*

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

1. 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).

- a) The dissemination part deals with how the project results will be disseminated during the lifetime of the project. Dissemination can be aimed at researchers from your own field, or at researchers from other fields.
- b) Don't solely think about the usual scientific articles, but think more broadly than that. How will stakeholders be involved?
- c) Will the results be presented at conferences, through social media or on a website? Are other organisations involved in your project activities?
- d) Will the results be used in other projects or policies? How will you make visible what you are doing? In short: what do you want to communicate to whom, how will you do it and what will the result be?
- e) Each stakeholder will need to be approached in a different way (e.g. in a potential different language).

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 13/18*

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

1. 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).

- f) The exploitation part describes how the project partners will (commercially) use the project results. Exploitation can also take place outside the consortium, for example: software that is offered 'open source'. Describe the overall exploitation strategy and how individual partners will exploit the results.
- g) Is it possible to insert an Exploitation strategy with a business canvas?

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 14/18*



H2020 Innovation Action - This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N. 760792



13.3. FENIX Business Model Canvas #3 (Powders-oriented)

Key partnerships: <ul style="list-style-type: none">• R&D centres• Universities• Fablabs• Strategic industrial companies• UNIVAQ	Key activities: <ul style="list-style-type: none">• Material characterization/development• Material production,• Quality check,• Material standardization	Value proposition: <ul style="list-style-type: none">• Selling green/recycled materials for additive manufacturing (metal powders)	Customer relationship: <ul style="list-style-type: none">• Direct relation with customers	Customer segments: <ul style="list-style-type: none">• Companies exploiting SLD/MLD/MLS technologies;• Fablabs• 3D printing companies• SMEs• Prototyping companies
	Key resources: <ul style="list-style-type: none">• Dedicated operation site• Proprietary knowledge• Patents• Business scientists• Sales force• Green raw materials		Channels: <ul style="list-style-type: none">• Dedicated sales force (for big customers)• Web/physical shops	
Cost structure: <ul style="list-style-type: none">• Production costs• Transportation costs• Standardization costs (small %)• Marketing costs			Revenue streams: <ul style="list-style-type: none">• Transaction and recurring revenues from selling materials	

Table 13: FENIX Business Model Canvas #3 details

Source : <http://www.fenix-project.eu/wp-content/uploads/2019/09/FENIX-D8.1-report-final.pdf>

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 15/18*

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

2. 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.

- Discuss how the project deals with open access, privacy and Intellectual Property Rights (IPR). Providing open access to peer-reviewed publications is mandatory in Horizon Europe, when peer-reviewed publications are produced. Open access to generated research data is required under the premise 'as open as possible, as closed as necessary'. Do not forget to budget the associated costs.
- Intellectual Property Rights (IPR). How do the partners deal with existing knowledge/IPR (such as patents)? And how will the project results be protected in the future? A single paragraph (half a page maximum) is usually sufficient.
- What intellectual property is there and from whom? Show that you are going to document this in a consortium agreement. The consortium agreement is not part of the project proposal however is important to anticipate some critical issues.

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 16/18*



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

- In this section you need to ‘summarize’ what you wrote in sections 2.1 and 2.2. You need to show how the research results will reach specific target groups and how your project results will contribute towards the expected outcomes and expected impacts which can be found in the work programme. The summary should provide clarity of vision and substance to the proposal. Two examples are given by the European Commission in the canvas below to help you along the way.

SOURCE : APRE

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

Section 2 *Impact 17/18*



KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p>Example 1 Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p> <p>Example 2 Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p><i>What do you expect to generate by the end of the project?</i></p> <p>Example 1 Successful large-scale demonstrator: Successful large-scale demonstrator: Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</p> <p>Algorithmic model: Novel algorithmic model for proactive airport passenger flow management.</p> <p>Example 2 Publication of a scientific discovery on transparent electronics.</p> <p>New product: More sustainable electronic circuits.</p> <p>Three PhD students trained.</p>	<p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p>Example 1 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>Example 2 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>

HORIZON EUROPE PROGRAMME - STANDARD APPLICATION FORM (RIA, IA)

2.3 Summary

Section 2 Impact 18/18

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
Traditionally, adaptation and mitigation, both at the national and local level of governance, have been addressed separately . OBS1	An Integrated Assessment Model (IAM) - the HELP_CITY model - evaluate synergies, conflicts and trade-offs between mitigation and adaptation strategies in 7 pilot cities. WP1, WP2, WP4, WP6	<u>Dissemination towards the scientific community and local, national and European authorities:</u> Scientific publication, workshop and conference. <u>Exploitation of the new model:</u> training and education, new knowledge emerging from the projects can serve decision-makers while forming strategies in various fields.
Fragmentation and silos approach of the research and innovation ecosystem, complex climate-related data landscape, and duplication of efforts related to the EU Climate initiatives OBS2	Synthesis and capitalization of research and innovation efforts. Publicly available atlas of data, including instructions on how to reuse this data to perform common analysis in support of climate-related urban practices. WP1, WP2, WP6	<u>Dialogue with relevant EU and national initiatives:</u> Covenant of Mayors, Green City Accord, Intelligent Cities etc. <u>Dissemination towards the scientific community and local, national and European institution:</u> Scientific publication, workshop and conference <u>Exploitation of the new model:</u> new knowledge can serve decision-makers while forming strategies in various fields. <u>Communication toward citizens:</u> awareness campaign, Environmental festival, Hackathon
Lack of robust knowledge on how the climate is changing at the local scale and fragmented knowledge on how to use downscaled information to support the implementation of integrated local-level adaptation and mitigation practices. OBS3	Downscale of global data at the local scale and application of reliable climate models, replicable in the Southern Europe and Med area. Integration of down-scaled data with other relevant urban data and collection in databases and catalogues. Climatic hazards visualization through thematic maps at local scale. Set of Cross-sectoral interactions of adaptation and mitigation measures in WP2, WP3, WP6	<u>Dissemination towards the scientific community and local, national and European authorities:</u> Integrated climate methodology and plans, replication guidance, scientific publication, workshop and conference <u>Exploitation of the new model :</u> new knowledge can serve decision-makers while forming strategies in various fields.
Very few Southern European and Mediterranean cities have developed a plan providing for integrated mitigation and adaptation actions at a local scale to address the impacts of climate change. OBS4	Provide cities of the Southern Europe with the expertise, the tools and the procedures to develop Climate Action Plan in a participatory and shared way. Develop and provide cities of the Southern Europe with climate services for mitigating and adapting to climate change. For each Pilot Urban Area (PUA), will be applied to complete greenhouse gas inventories, forecasts, climate action plans, and monitoring at the community-wide or government-operations scales. WP2, WP4, WP6	<u>Dissemination toward the scientific community and local, national and European institution:</u> Scientific publication, workshop and conference. <u>Exploitation of the new model :</u> new knowledge can serve decision-makers while forming strategies in various fields
Lack of knowledge in southern European and Mediterranean cities of the need to integrate adaptation and mitigation actions to effectively face climate change. OBS5	Developing a model to assess the potential replication of solutions demonstrated within the proposal by offering peer to peer support to other cities. An exploitation plan in the short, medium and long terms to make HELP PROJECT's results replicable and scalable for a wide range of stakeholders. A Solutions Package on climate change mitigation, adaptation and resilience measures to provide guidance to city governments on the implementation of their respective community-wide climate action plans. WP2, WP6	<u>Dissemination towards the scientific community and local, national and European authorities:</u> Integrated climate methodology and plans, replication guidance, scientific publication, workshop and conference. <u>Exploitation of the new model :</u> new knowledge emerging from the projects can serve decision-makers while forming strategies in various fields.

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented? 1/11*

3. Implementation (14 pages)

3.1 Work plan and resources

Please provide the following:

- 1.brief presentation of the overall structure of the work plan;
- 2.timing of the different work packages and their components (Gantt chart or similar)
- 3.graphical presentation of the components showing how they inter-relate (Pert chart or similar).
- 4.a list of work packages (table 3.1a);
- 5.a description of each work package (table 3.1b);
- 6.a list of major deliverables (table 3.1c)
- 7.a list of milestones (table 3.1d);
- 8.a list of critical risks, relating to project implementation (table 3.1e);

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented? 1/11*

3.1.1. Brief presentation of the overall structure of the work plan

WP#	Work Package Title	Lead Participant No	Lead Participant Short Name	Person Months	Start Month	End month
1	Theoretical Development Frameworks	1	CNR ISMED	108	M1	M36
2	State of art, mapping and elaboration of VIRTUS ERA 4.0 framework	2	UNISS	95	M1	M36
3	Dashboard to evaluate the impacts of a technology-based cross-border collaborative model able to support sustainable cultural tourism in the European rural areas.	4	ASE	80	M1	M48
4	Designing and building of the Technological Hub	6	SSSA	152	M9	M48
5	Stakeholder Engagement and Community building Pilot of VIRTUS ERA 4.0 framework	5	ZRC SAZU	183	M6	M48
6	Guidelines to applying VIRTUS ERA 4.0	9	MNM	98	M30	M48
7	Communication, Dissemination and Exploitation	14	INOKE	187	M1	M48
8	Project Management and Quality Assurance	1	CNR ISMED	191	M1	M48
9	Ethics	8	UNITVB	0	M1	M48
				Total person-months	1.094	

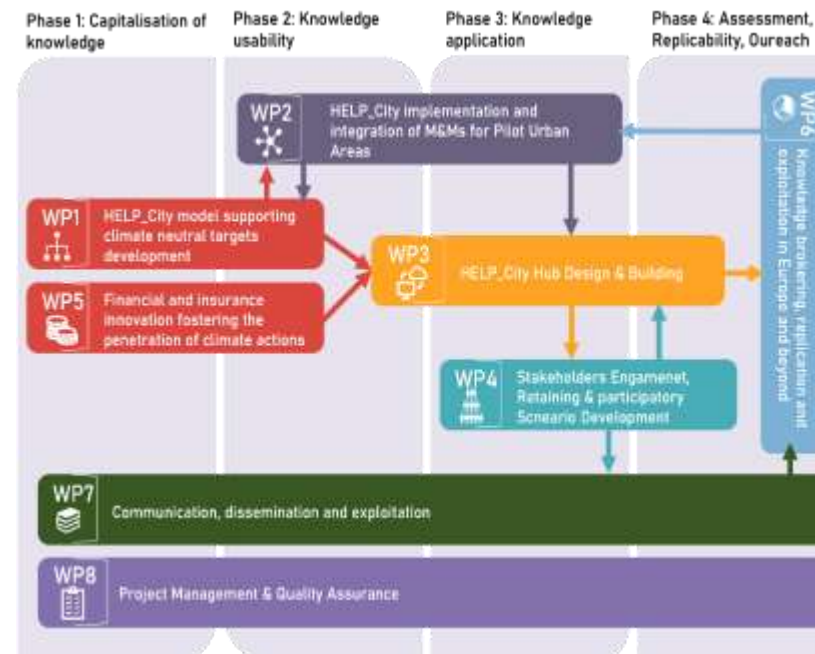
1. Timing of the different work packages and their components (Gantt chart or similar)

Task	Years 1												Years 2												Years 3												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	
WP1 FRAMEWORK ON CLIMATE CHANGE																																					
T1.1 Climate change for the Mediterranean area												D1.1 D1.2																									
T1.2 Climate Services and tools													D1.3																								
T1.3 Adaptation and Mitigation Actions													D1.4 D1.5 D1.6 D1.7																								
T1.4 International and European policies ...																		D1.8																			
T1.5 Macroeconomic perspective on climate change																		D1.9																			
WP2 INTEGRATED CLIMATE CHANGE RISK ASSESSMENTS AT PILOT URBAN AREAS																																					
T2.1 Data requirement definition and data management plan						D2.1				D2.1																											
T2.2 MIDAS data collection concept										D2.2			D2.3																								
T2.3 Climate modelling													D2.4 D2.5																								
T2.4 Vulnerability and risk assessment												D2.6						D2.7 D2.8		D2.9																	
T2.5 Technical assessment and SDG compliance M&AAs																																					
T2.6 Assessment of the economic, financial and social benefits																												D2.10								D2.11	
WP3 MIDAS HUB DESIGN & BUILDING																																					
T3.1 Identification of user's needs and requirements ...						D3.1																															
T3.2 Data hub design and implementation design																		D3.2																			
T3.3 Web Platform implementation and validation																																					D3.6 D3.7 D3.8
T3.4 Mobile Application																																					
T3.5 User Stories																																					
WP4 MIDAS CROSS BORDER OPEN LIVING LABS																																					
T4.1 Definition of living lab concept													D4.1																								
T4.2 Creative tools for the mobilization of marginal stakeholders																		D4.2																			
T4.3 Cross border peer learning and workshops																																					
T4.4 Open Living Lab																																					
T4.9																																				D4.4 D4.5	
WP5 FINANCIAL AND INSURANCE INNOVATION																																					
T5.1 Framework on financing programs for climate actions						D5.1 D5.2																															
T5.2 Mapping of financial market actors and products & services																		D5.3																			
T5.3 Design of innovative financial 'ecosystems' ...																																				D5.4	
WP6 EXPLOITATION, SCALING-UP & ASSESSMENT																																					
T6.1 Value proposition development and prototyping												D6.1																									
T6.2 Business model development & prototyping																		D6.2																			
T6.3 Developing a scaling strategy																																					
T6.4 Codification & Knowledge-Transfer Plan																																					
T6.5 Identification and engagement of local implementing partners																																					

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*

3.1.3 Graphical presentation of the components showing how they inter-relate (Pert chart or similar).



HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*5/12

3.1.3 Graphical presentation of the components showing how they inter-relate (Pert chart or similar).

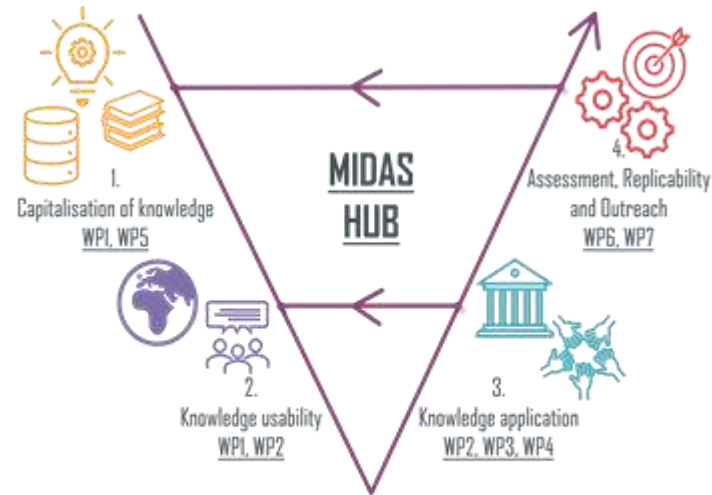


Fig. 4 – MIDAS phases

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*

A description of each work package (table 3.1b)

EU Grant Application form (HF-RIA/IA) - V1.3 - 21.05.2023

Table 3.1b: Work package description

For each work package:

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

Objectives

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

Deliverables (brief description and month of delivery)

- sample, not to complete

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented? 7/12*

A list of milestones (table 3.1d)

A milestone is a specific point within a project's life cycle used to measure the progress toward the ultimate goal. Milestones in project management are used as signal posts for a project's start or end date, external reviews or input, budget checks, submission of a major deliverable, etc. A milestone is a reference point that marks a significant event or a branching decision point within a project.

Examples of project milestones

An example of a milestone in project management could be any of the following:

1. Completing key project deliverables like the first version of your app
2. The data collection for a survey
3. An important event that green lights the project like project sponsor approval.

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?* 8/12

A list of milestones (table 3.1d)

Milestone #	Milestone name	Related WP	Due date	Means of verification
MS1	Launch of the HELP PROJECT Website	7	4	Project website and social media channels working.
MS2	HELP PROJECT Data management plan	2, 9	5	First version of the DMP reviewed and approved by Consortium partners (D2.1)
MS4	Identification of user's needs and requirements and Platform design	3, 4	6	Software requirement artifact approved (D3.1)
	Collaboration and exploitation strategy	6	6	Report (D6.1)
MS3	Scenario analysis on financing programmes for climate actions	1, 5	8	Database on financing programmes for climate actions release (D5.1, D5.2)
MS5	Atlas of available open-source climate data	1	9	Dataset on climatic variables, extremes, indicators to use in HELP Hub and HELP_CITY (D1.1., D1.2, D1,3)
MS6	Open Living Lab launched	4, 7, 8	10	Official Launch (Local Kick off) of the OLLs in the Pilot areas involved with the selection of participant and the calendar of events and meetings (D4.1)
	Database on economic, urban and social characteristics	1	12	Dataset to use in HELP_CITY Model (D1.4)
MS7	Climate modelling: spatial and temporal downscaling at local scale	2	14	Dataset on Climate data at local scale release (D2.3) and Dataset on social and economic variables and indicators for each PUAs release (D2.4)
MS8	HELP FOR CHANGE Hub (Beta testing version).	3	20	User Acceptance Testing Architectural (Alpha e Beta testing) approved (D3.2) Unit, Integration and System Testing approved (D3.3)
	HELP_City Framework	1	32	White paper (D1.6)
MS10	Adoption of Climate Action Plans in Pilot Urban Areas	2, 4, 6	36	Formal approval of the Plan by Local Authorities (D.6)

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?* 9/12

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);

A.2.4 Critical Risks

Describe the critical risks and mitigating measures envisaged in the implementation of the action			
Number	Brief Description	Mitigation measures	Work Package number
1	Data not available or incomplete	Multiple/alternative datasets to be identified. Data collection by all partners.	WP1
2	Failure of WP-leaders	The coordinator is involved in the co-ordination of each WP and can temporarily take care of WP coordination. Ultimately the project coordinator will propose a new WP leader to the GA.	All
3	Failure of partner(s)	Replacement measures with time and budget reallocation.	All
4	Staff changes limit capacity of participant to deliver assigned tasks	Reporting on changes through PMT	All

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented? 10/12

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);

Risk ID	Risk type	Risk description	Likelihood ¹	Impact ² Level ³	WP	Actions
1	Financial	Failure of WP-leader	1	3 3	All WPs	The scientific coordinator is involved in the co- coordination of each WP and can temporarily take care of WP coordination. Ultimately the project coordinator will propose a new WP leader to the GA.
2		Failure of partner	1	2 2	All WPs	Special support / replacement measures with time and budget reallocation.
3		Staff changes limit capacity of participant to deliver assigned tasks	2	1 2	All WPs	Reporting on changes through GA and PMT.
4		The coordinator leaves for external reasons	1	2 2	All WPs	Several members of the PMT are experienced project coordinators. Hence appointment of another coordinator within the coordinating organization is possible
5	Scientific	Lack of scientific robustness and user relevance	1	3 3	WP2	Multiple/alternative datasets to be identified.
6		Failing to obtain inputs on new business model and climate services from Living labs	2	2 4	WP4, WP6	Data collection by partners.
7		Data not available or incomplete.	3	2 6	WP2	Use proxy data
8		Poor performance of project partner	1	2 2	All WPs	Monitoring activities provided by the Data Mngt Committee composed by internal Partners

HORIZON EUROPE - STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*12/12

TIPS

1. Description of the wp: principle kiss ! "KEEP IT STUPID, SIMPLE".
2. The work plan and the management structure must be in line with the chapter "excellence".
3. Is the coordinator also the most important partner?
4. Is it clear what the results of the project will be and how they will be achieved?
5. Are the effort-months appropriate?
6. Are milestones and deliverables well defined and well timed?
7. Are the WPs and associated tasks sufficiently described to provide a good understanding of the work involved and justify the proposed resources to be allocated?
8. Have the different WPs been planned and linked appropriately?
9. Are their interdependencies clear?
10. Don't forget to describe relations and logic link among the Wps

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*^{1/8}

3. Implementation

3.2 Capacity of participants and consortium as a whole

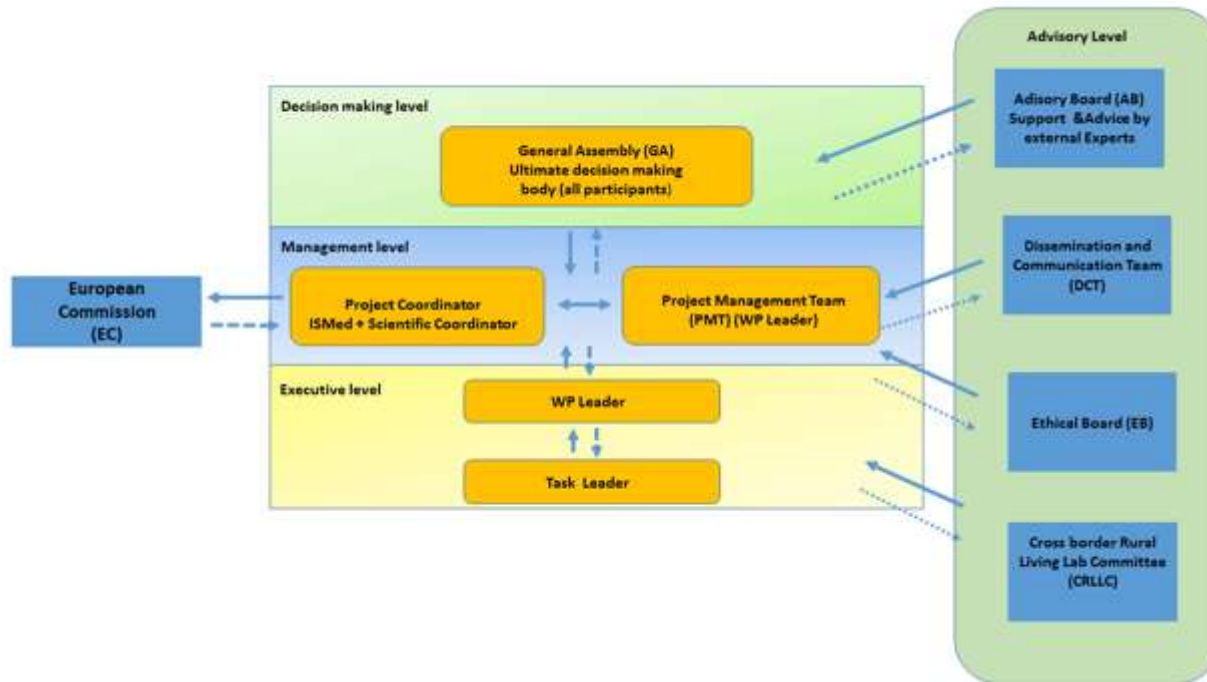
Describe the consortium. How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.

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)

HORIZON EUROPE - STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*



- General Assembly (GA) as the ultimate decision-making body of the consortium;
- Scientific Project Coordinator as the legal entity acting as the intermediary between the parties and the EC/EASME;
- Project Management Team (PMT) as the supervisory body for the execution of the Project which will report to and be accountable to the General Assembly;
- WP Leader in charge of single WP activities
- Dissemination and Communication Team (DCT)
- Advisory Board
- Ethics Committee

HORIZON EUROPE - STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*3/8

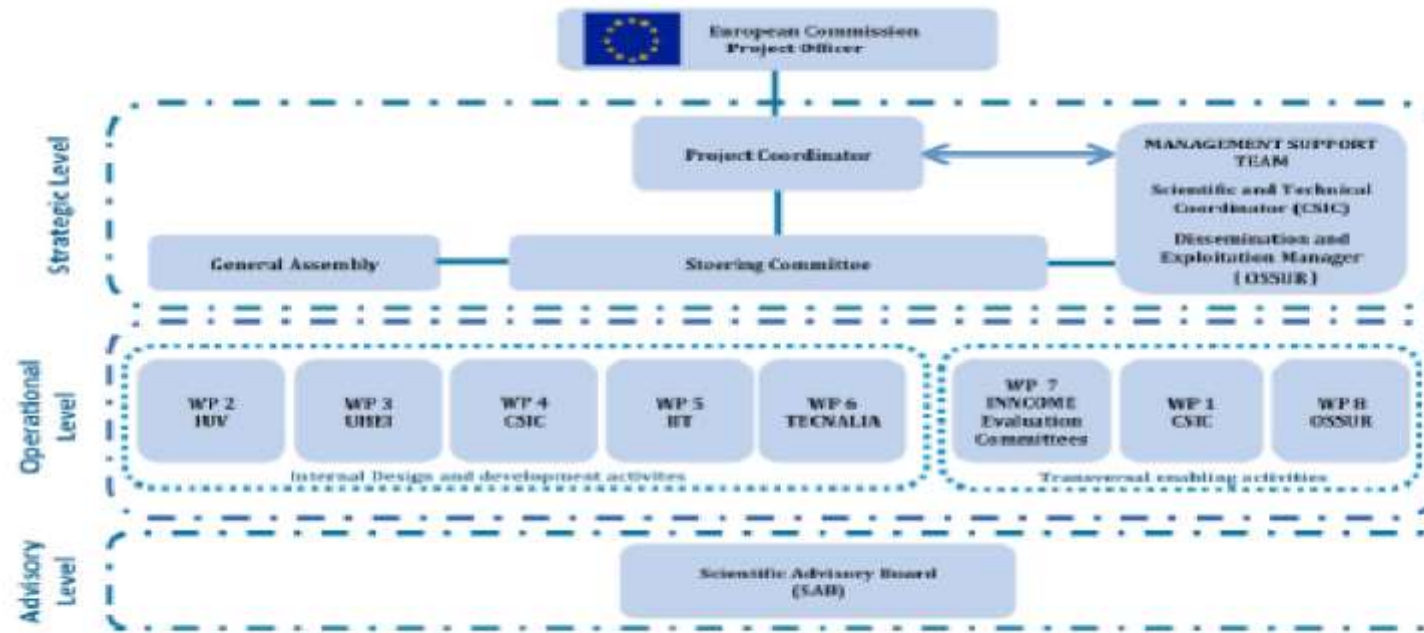


Figure 1: Management Structure

HORIZON EUROPE - STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*4/8

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.



SOURCE : APRE

HORIZON EUROPE – STANDARD APPLICATION FORM (RIA, IA)

Section 3 *Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?*5/8

TIPS AND SUGGESTIONS

- Describe the role of each partner in the project, identifying the WPs in which they will operate.
- Emphasise the representativeness of the different partners
- Mapping of competences (table)
- Highlight different types of partners (universities, SMEs, public bodies, etc.) from the beginning
- Geographical distribution (New Member States? Third countries?), but not artificially covering the EU map
- Linking project results to partners
- Involvement of external actors (Advisory Board)
- Involve partners in preparation - avoid surprises after presentation
- Keep the consortium motivated - agree on a working method for the proposal phase, make a plan for their input

HORIZON EUROPE – WRITING THE PROPOSAL

Section 3 Quality and efficiency of the implementation. Who is in charge of implementing the proposal and How the proposal will be implemented?6/8

Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the administrative proposal forms, and the number of person months, shown in the detailed work package descriptions.

Please provide the following:

- a table showing number of person months required (table 3.4a)
- a table showing 'other direct costs' (table 3.4b) for participants where those costs exceed 15% of the personnel costs (according to the budget table in section 3 of the administrative proposal forms)

Resources to be committed

The total requested EC contribution for VIRTUS ERA 4.0 is € 3.897.189,63 as detailed in Part A.

Table 3.4b: 'Other direct cost' items (travel, equipment, other goods and services, large research infrastructure)

CNR ISMed	Cost (€)	Justification
Travel	€ 31.250,00	Travel cost for : PMT2 Ljubljana, General Assembly (GA) +Project Management Meeting (PM) #3+Advisory Board (AB) +Cross rural Living Lab Committee Meeting (CRLLC)+TRANS-Workshop (WP3) Bucharest, TRANS-Workshop (WP2) Sassari, Midterm Conference+Cross Border workshop stakeholder#2+PM5 +GA+CRLLC+AB Tblisi, EC AUDIT Brussel, Hack-culture+PMT6+CRLLC Pisa+TRANS-Workshop (WP4), Museum@Digit +PM7+CRLLC Budapest, GA+PM8+CRLLC+Cross Border workshop stakeholder#3 Ankara, Final Conference + PMT9+CRLCC Sassari, Other travel for dissemination activities Travel , Cost for AB members
Equipment	—	
Other	€ 17.800,00	Cost for events: M2 Kick off meeting, M18 Trans Workshop (WP1) + PM4, Cost for Audit Report, Cost for Translations and publications, Promotional and Communication Material
Total	€ 49.050,00	
UNISS	Cost (€)	Justification
Travel	€ 18.650,00	Travel Costs for: Kick-Off Meeting (PM1) Naples, PMT2 Ljubljana, GA+PM3+AB+CRLLC +TRANS Workshop (WP3) Bucharest, PMT4+TRANS Workshop (WP1) +Cross Border workshop stakeholder #1 Naples, Midterm Conference + Cross Border workshop stakeholder#2+PM5 +GA+CRLLC+AB Tblisi, EC AUDIT Brussel, Hack-culture+PMT6+CRLLC Pisa + TRANS- Workshop (WP4) , Museum@Digit +PM7+CRLLC Budapest, GA+PMT8+CRLLC+Cross Border workshop stakeholder#3 Ankara, Other travel for dissemination activities, Other travel for dissemination activities
Equipment	—	
Other	€ 20.700,00	Cost for events: Trans Workshop (WP2), Final Conference, Costs for Audit report Cost for Translations and publications, Promotional and Communication Material
Total	€ 39.350,00	

HORIZON EUROPE – WRITING THE PROPOSAL

QUESTIONS AND SUGGESTIONS 1/4

FIRST STEP: Is HORIZON EUROPE the right programme? Go to info days, register for Coordination days. These types of events will teach you the ins and outs of the funding framework. This will also help you to expand your network and create links with other applicants.

SECOND STEP Analyse the call in depth, break down the sentences, identify key words. Make your objective very clear. Remember that your client is the European Commission. Know what motivates the Commission and always keep it in mind.

THIRD STEP Now that you know what you want to achieve and that it coincides with a specific HE call, you should focus on creating a world-class consortium consisting of a diverse group of partners. This group should be a mixture of individual academics and scientists as well as SMEs, universities, research organisations and industrial partners. Not only must your consortium be broad-based, it must also be strategic. When inviting people or organisations to join, you should know exactly why you want them on board, and you should play to their strengths.

FOURTH STEP: Try to put yourself in the evaluators' shoes. Evaluators are human. They often read proposals for hours on end. Do your best to make your proposal memorable and easy to analyse. Build a relationship with your national contact point. National Contact Points can provide you with free and impartial advice on the Horizon Europe rules and can review your proposal and give you their thoughts if it fits in well with the call topic. The committee selects external evaluators via a database. **A great way to learn how to write a good proposal is to register as an evaluator. Anyone can do this if they have the appropriate qualifications and academic or professional background.**

FIFTH STEP Anticipate the submission of the proposal. Do not arrive on the last day

SIXTH STEP Elaborate templates for gathering information

HORIZON EUROPE - WRITING THE PROPOSAL

QUESTIONS AND SUGGESTIONS 2/4



Your proposed work must be within the scope of a work programme topic



You need to demonstrate that your idea is ambitious and goes beyond the state of the art



Your scientific methodology must take into account interdisciplinary, gender dimension and open science practices.



You should show how your project could contribute to the outcomes and impacts described in the work programme (the pathway to impact)



You should describe the planned measures to maximise the impact of your project ('plan for the dissemination and exploitation including communication activities')



You should demonstrate the quality of your work plan, resources and participants

Source : European Commission

HORIZON EUROPE - WRITING THE PROPOSAL

QUESTIONS AND SUGGESTIONS 3/4

Visual Paradigm Online Free Edition



Visual Paradigm Online Free Edition

TRY TO DO A CHALLENGES PRIORITIZATION

MOSCOW TABLE

HORIZON EUROPE - WRITING THE PROPOSAL

QUESTIONS AND SUGGESTIONS 4/4

Purpose	Scope	Success criteria
Milestone		Outcome
Action		
Team	Stakeholder	Users
Resources	Constraints	Risk

HORIZON EUROPE – ESEH workshop on grant writing

REFERENCE AND DOCUMENTS

- ❖ European Research and Innovation Days 2021
- ❖ <https://ec.europa.eu/research-and-innovation/en/events/upcoming-events/research-innovation-days#:~:text=European%20Research%20and%20Innovation%20Days%20is%20the%20European%20Commission's%20annual,innovation%20in%20Europe%20and%20beyond.>
- ❖ Horizon Europe Programme Standard Application Form (HE RIA, IA, Application form (Part A) Project proposal – Technical description (Part B), Version 3.0, 26 May 2021
- ❖ Horizon Europe Research and innovation funding programme until 2027. How to get funding, programme structure, missions, European partnerships, news and events.
- ❖ https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en
- ❖ Horizon Europe Programme Standard Application Form (HE RIA, IA) Project proposal – Technical description (Part B)- Reader's guide Netherlands Enterprise Agency (RVO).

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REFERENCE AND DOCUMENTS

❖ Horizon Europe Strategic plan 2021-2024

<https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/3c6ffd74-8ac3-11eb-b85c-01aa75ed71a1>

❖ The EU's 2021-2027 long-term Budget and NextGenerationEU. Fact and Figures

❖ https://ec.europa.eu/info/files/implementation-strategy-horizon-europe_en

❖ <http://www.projectcanvas.dk/>

❖ <https://www.tuni.fi/en/services-and-collaboration/impact-canvas-tool-describing-impact-research>

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REFERENCE AND DOCUMENTS

- DG Research and Innovation: @EUScienceInnov@EU_H2020<https://www.facebook.com/EUScienceInnov/>
- Horizon Magazine: @HorizonMagEU
- Horizon Europe website: <http://ec.europa.eu/horizon-europe>
- European Innovation Council: <http://ec.europa.eu/research/eic>
- European Research Council: <https://erc.europa.eu>

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**KEEP
CALM
AND
LET'S
COOPERATE**

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