NEUROTWIN
HORIZON 2020 PROJECT

How to write a successful proposal in H2020?

01.10.2019, Kyiv

This project has received funding from the European Union's H2020 Programme for Coordination and support action under grant agreement no 857562.

I. Short H2020 INTRO & Resources

II. EU Log In & PIC CODE

III. Project identification

IV. Deconstructing the Call

V. Partner Search Tools

VI. Types of Actions/Projects in H2020

VII. RIA Proposal Excellence (A forms & B1 part)

VII. Evaluation Criteria

I. Short INTRO

Terminology

H2020:

EC GLOSSARY

http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

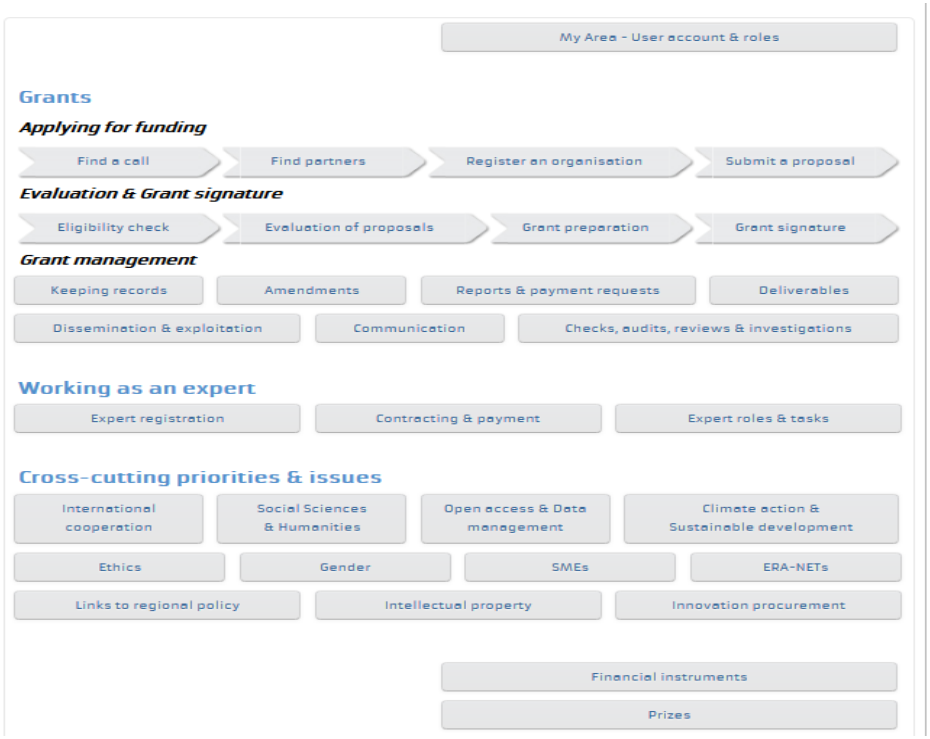
IPR HELPDESK: https://www.iprhelpdesk.eu/glossary/a

GENERAL PM TERMINOLOGY:

https://www.smartsheet.com/complete-glossary-project-management-terminology

Information about administrative issues

Awareness about the legal, administrative and financial requirements – H2020 Funding Guide



http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents

Resources

✓Horizon 2020 Online Manual
http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

✓Annotated GA
http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf

✓Brochure "Communicating EU Research & Innovation"

http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf

✓Science communication Event – 24 July 2016
http://ec.europa.eu/research/conferences/2016/scicomm2016/index.cfm?pg=programme

✓Video tutorials
https://www.youtube.com/playlist?list=PLvpwIjZTs-Lhe0wu6uy8gr7JFfmv8EZuH

Horizon 2020 Structure

EXCELLENT SCEINCE

- **European Research Council**
- **Future and Emerging Technologies (FET)**
- **Marie Skłodowska-Curie research grant scheme**
- **Research Infrastructures**

INDUSTRIAL LEADERSHIP

- **ICT**
- **Key Enabling**Technologies (KETs):
  - Microelectronics
  - Photonics
  - Nanotechnologies
  - Advanced materials
  - Production systems
  - Biotechnologies
- **Space**
- **EIC**
- **Access to Risk Finance**

SOCIETAL CHALLENGES

- **Health, wellbeing and aging**
- **Food security, bioeconomy, …**
- **Safe, clean, efficient energy**
- **Intelligent, green, integrated transportation**
- **Climate, environment, raw materials**
- **Inclusive, innovative society, capable of reflection**
- **Security**

Spreading of best practices and widening participation

Science with and for Society

European Institute of Innovation and Technology (EIT)

Joint Research Centre (JRC)

EURATOM

V. Partner Search Tools

Partners search tools

Online Partner search databases

Bilateral contacts

Bilateral projects

Young researchers

Brokerage events

International conferences/ workshops

Existing projects

Other bilateral projects

Other grants, call for papers

Roles of project participants

-Each of the project partners can have different roles.

-Roles are defined in the project workplan description

-Roles:

-Work package leader

-Task leader

-Activity leader

-Task participant…

Boundary conditions for the partner search

- **Consider which competences / partners** (type of institutions, expertise, origin) you need to fulfill all the objectives / carry out all activities
- **Consider how many partners you can "afford"** with the available budget
- **Consider to present a project with balanced participation from different regions**
- **Consider that each partner should have a dedicated position in the consortium but at the same time that you might want to have more than one partner covering a "key" expertis**e (risk mitigation in case one partner has problems to deliver)

A balanced consortium

- Depends on the type of action (CSA, RIA, etc.)
- Excellent research
  - Science and technology partners (multidisciplinarity, complementarity)
- Sound implementation
  - Dedicated partners with expertise to develop, test, validate; users of technology; pilot sites, demonstration, excellent management
- High impact
  - Partners with experience and expertise to exploit the knowledge generated, disseminate results, etc. (multipliers)

12

Profile of your institution/organisation/company

2 PAGES ONLY!

Provide targeted information about your institution:

- ✓ a **description of the your institution and your competences** with an explanation of how its profile matches the tasks in the proposal **(half page limit)**
- ✓ **CVs** of the persons, including their gender, who will be primarily responsible for carrying out the proposed research and/or innovation activities; (**6 lines maximum)**
- ✓ a **list of up to 5 relevant publications, and/or products, services** or other achievements relevant to the call content;
- ✓ a **list of up to 5 relevant previous projects or activities**, connected to the subject of this proposal;
- ✓ a description of any **significant infrastructure and/or any major items of technical equipment, relevant to the proposed work;**
- ✓ **Include your logo**
- ✓ **Contact details of your institutions (Name in English/national language, Acronym/ PIC number, full address, contact details (including email, phone…)**

Finding the right partners

- Use existing contacts with experience of EU funding programs

- Use Partner Search facility on the Horizon 2020 Participant Portal website: http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/applying-forfunding/find-partners_en.htm

- Search the CORDIS database for participants similar projects in FP7/H2020: http://cordis.europa.eu/projects/home_en.html

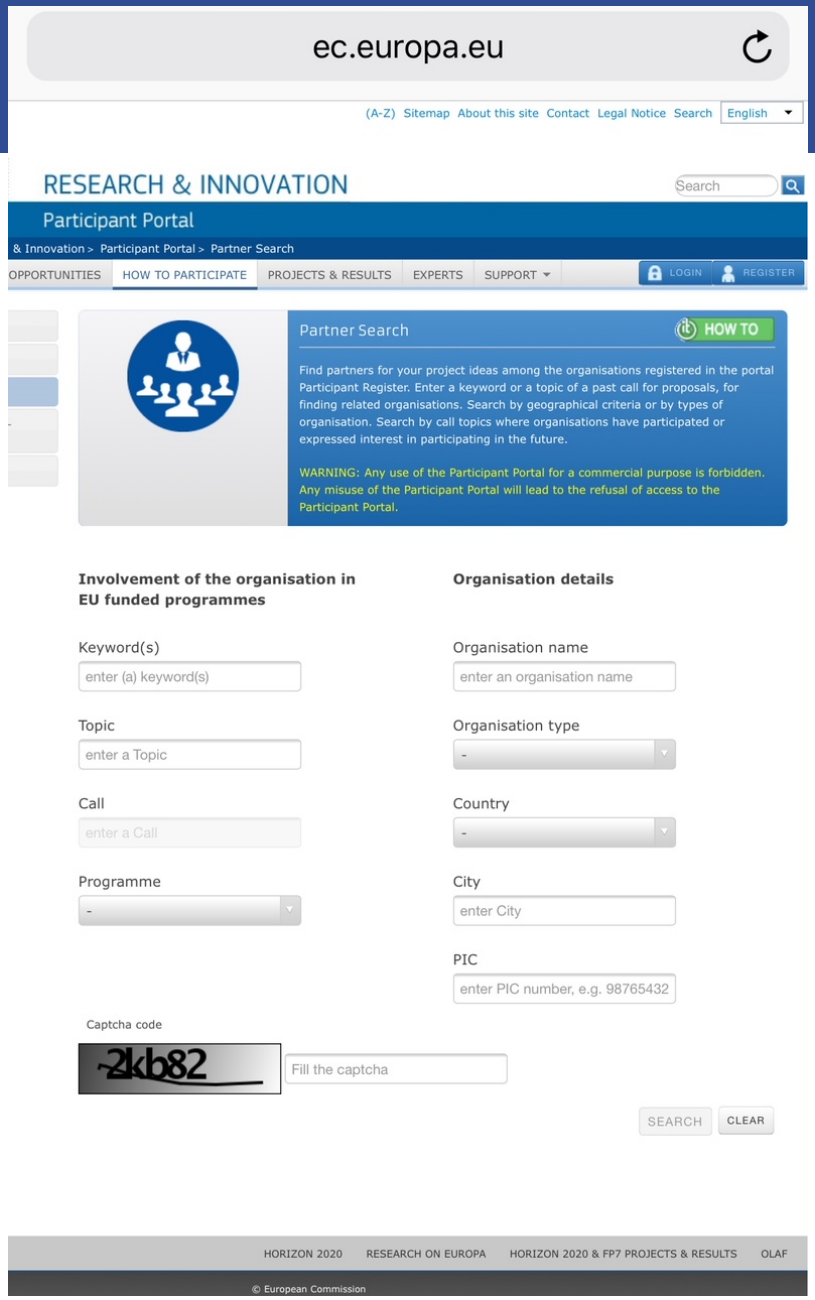
- Use social media (e.g. LinkedIn forums)

Partners Search – Online database

+

- Bilateral contacts
- Bilateral projects
- Young researchers
- Brokerage events
- **International conferences/ workshops**

https://cordis.europa.eu/partners/web/guest



Partners Search – Online database – CORDIS (running and previous projects)

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

EUROPEAN NCPs NETWORKS and Partner search TOOLS

Marie Sklodowska-Curie Actions

Net4Mobility: http://www.net4mobility.eu/

Research Infrastructures

RICH: http://www.rich2020.eu

Information and Communication Technologies

IDEALIST: http://www.ideal-ist.eu/

Nanotechnologies, advanced materials, advanced manufacturing and processing, biotechnology

NMP TeAm 3 http://www.nmpteam.com/

Innovation in SMEs, Access to Risk Finance

ACCESS4SMES http://www.access4smes.eu/

Nanotechnologies, advanced materials, advanced manufacturing and processing, biotechnology

NMP TeAm 3 http://www.nmpteam.com/

Innovation in SMEs, Access to Risk Finance

ACCESS4SMES http://www.access4smes.eu/

Societal Challenge 1: Health, Demographic Change and Wellbeing

Health NCP Net 2.0 (**HNN 2.0**) http://www.healthncp.net/health-ncp-net-hnn-20

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Societal Challenge 2: Food Security, Sustainable Agriculture and Forestry, Marine, Maritime and Inland Water Research and the Bioeconomy

BioHorizon: a network of BIO NCPs.http://www.ncp-biohorizon.net/

Societal Challenge 3: Secure, clean and efficient energy

C-ENERGY 2020 : http://www.c-energy2020.eu/

Societal Challenge 4: Smart, Green and Integrated Transport

ETNA Plus : http://www.transport-ncps.net/

Societal Challenge 5: Climate action, environment, resource efficiency and raw materials

NCP CaRe: http://www.ncps-care.eu/

Societal Challenge 6: Europe in a changing world: inclusive, innovative and reflective societies

Net4Society:http://www.net4society.eu/

Societal Challenge 7: Secure societies - protecting freedom and security of Europe and its citizens

SEREN3: http://www.seren-project.eu/

Science with and for Society

SiS Net : http://www.sisnetwork.eu/

- Initial contact -> indication of interest
- Identify specific contact person
- Provide summary of the project
- Request description of their activities and background related to the proposal topic, information about experiences / track-record, unit costs for budget planning, administrative information (PIC, etc.)

VI. Types of Actions

Types of Actions/ Projects in H2020

coleborative projects

- Research and Innovation Action (RIA);
- Coordination and Support Action (CSA);
- Innovation Action (IA);
- Marie Sklodowska-Curie Actions (MSCA) - Research and Innovation Staff Exchange (RISE), Research networks (ITN), Co-funding of regional, national and international programmes (COFUND)

Individual projects

- European Research Council (ERC);
- Marie Sklodowska-Curie Actions (MSCA) - Individual Fellowship (IF).

Modalities of the participation

Formal participation with the Grant Agreement (GA)

- Coordinator;
- Partner
- Associated party;
- Third party.

Without Grant Agreement

- Subcontracttor

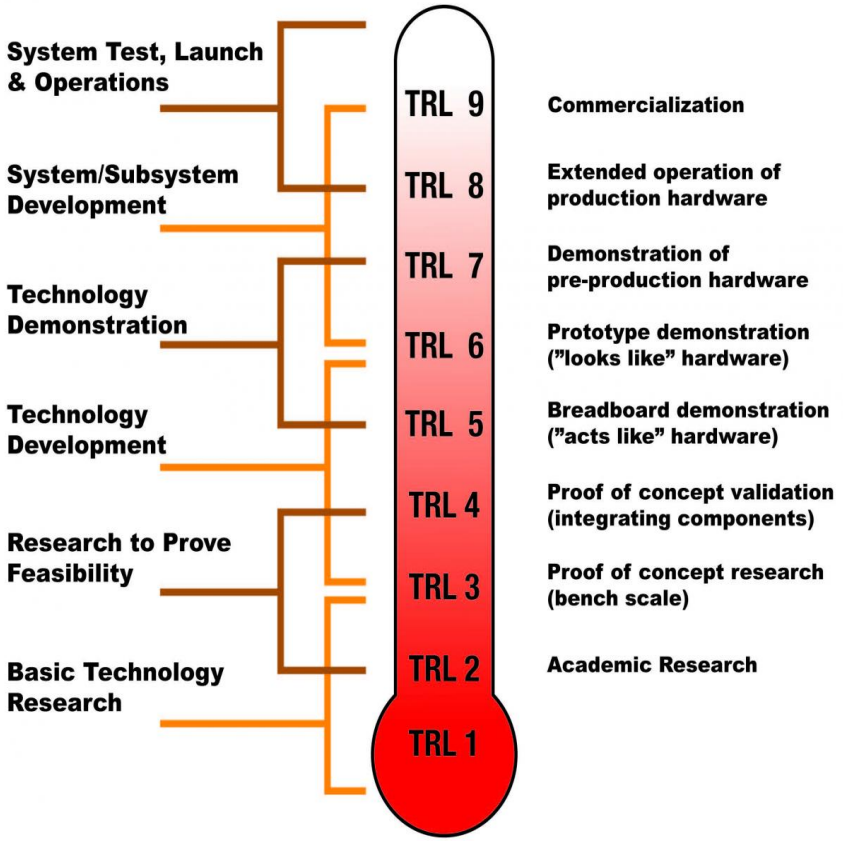
Main types of Actions/ projects in Horizon 2020

Research and Innovation Actions (RIA)	**=>What? Funding available for collaborative research projects tackling clearly defined challenges which can lead to the development of new knowledge or new technology.** **=>Who? Consortia of partners from different countries, industry and academia. Min. 3 legal entities established in 3 Member States or Associated Countries.**
Innovation Actions (IA)	**=>What? Funding available for closer-to-the-market activities including prototyping, testing, demonstrating, piloting, scaling-up etc. for new or improved products, processes or services.** **=>Who? Consortia of partners from different countries, industry and academia. Min. 3 legal entities established in 3 Member States or Associated Countries.**
Coordination and Support Action (CSA)	**What? Funding available for actions consisting primarily of accompanying measures, such as the coordination and networking of research and innovation projects, programmes and policies (e.g. training, dissemination, exploitation, standardization, policy dialogues, etc.). Funding for research and innovation per se not covered.** **Who? Single entities or consortia of partners from different countries, industry and academia. Min. 1 legal entity established in 1 Member State or Associated Country.**

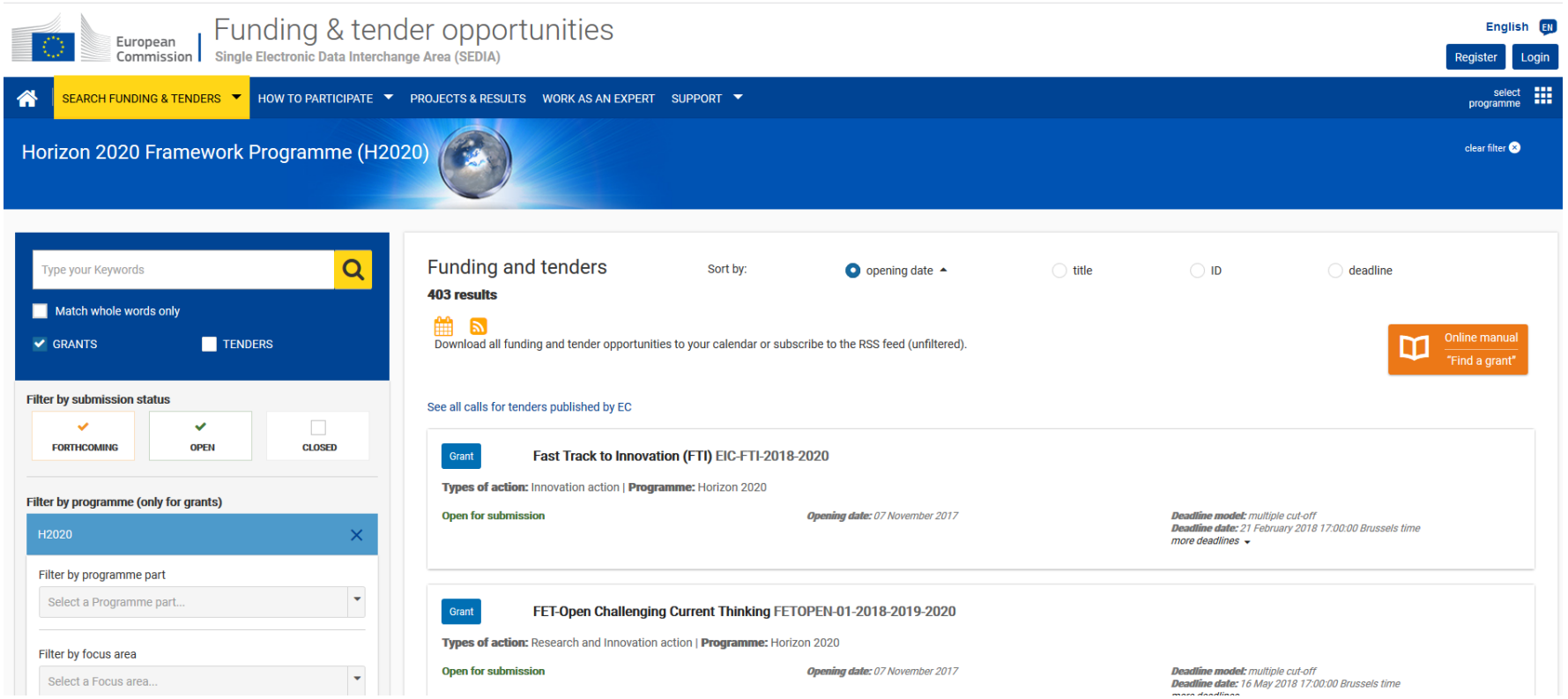
Technology Readiness Levels (TRLs)

- ✓ The TRL is a new dimension in Horizon 2020.
- ✓ Many of the call topics have a defined TRL at which the implementation of the proposal is intended to start, as well as a target TRL.
- ✓ The use of Technology Readiness Levels (TRLs) as a measurement of the maturity level of particular technologies is a new development in Horizon 2020.

- ✓ This measurement system provides a common understanding of technology status and addresses the entire innovation chain.
- ✓ By evaluating a technology project against the parameters for each Technology Readiness Level one can assign a TRL rating to the project based on its stage of progress.
- ✓ There are nine technology readiness levels; TRL 1 being the lowest and TRL 9 the highest.



How to find a call



https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/projects-results;programCode=H2020

Deconstructing the call

Topic Identifier

***Example*: SFS-32-2018: Supporting microbiome coordination and the International Bioeconomy Forum**

Specific challenge

Specific challenge: Knowledge of the potential of microbial systems, or microbiomes, throughout the food chains, is seen as a promising means to ensuring the sustainability of our food system. […]

Scope

Scope: Proposals should aim at a platform for collaboration and coordination across various microbiome-related research and innovation programmes, in Europe and worldwide, throughout the food systems and beyond, including both terrestrial and aquatic environments (e.g. linkages among microbiome related work in plants, animals, soils, marine and human health). […]

Indicative Budget

Indicative Budget: The Commission considers that proposals requesting a contribution from the EU in the range **of EUR 3 million** would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts. […]

Expected impact

Expected Impact: In line with the EU Bioeconomy Strategy, in the short/medium term proposals will:

- Improve coherence and reduce the overlap between national and EU funding in microbiome research; reinforce collaborations and knowledge exchange with international networks to promote coherence and applicability of microbiomes; […]

Type of action

Type of Action: **Coordination and support action**

PROJECT OUTLINE – One Pager

(1) Planned Title of the project:

(2) Objectives/Aim of the project:

(3) Project background:

(4) Expected results and lead users of these results:

(5) How do you want to achieve these objectives? Work phases of the project:

(6) Which partner expertise is necessary to achieve these objectives? Consortium in brief:

(7) Planned duration of the project:

(8) Expected budget:

VI. STRUCTURE OF THE PROPOSAL (RIA)

Example: structure of a RIA (Research & Innovation Action)

Part A
(online form)

- Administrative forms

Part B

(to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Implementation
4. Members of the consortium
5. Ethics and Security

a) Part A: administrative forms:

A1: General Information

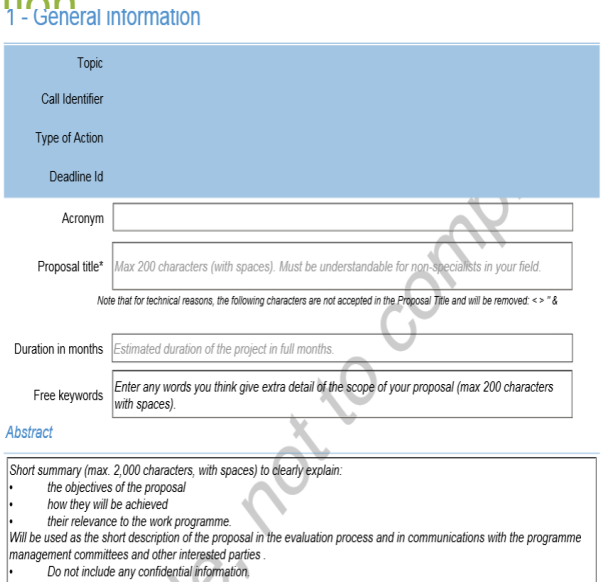
Project Title

Akronym

Keywords

Abstract

Declarations


1 - General information

Topic

Call Identifier

Type of Action

Deadline Id

Acronym

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

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

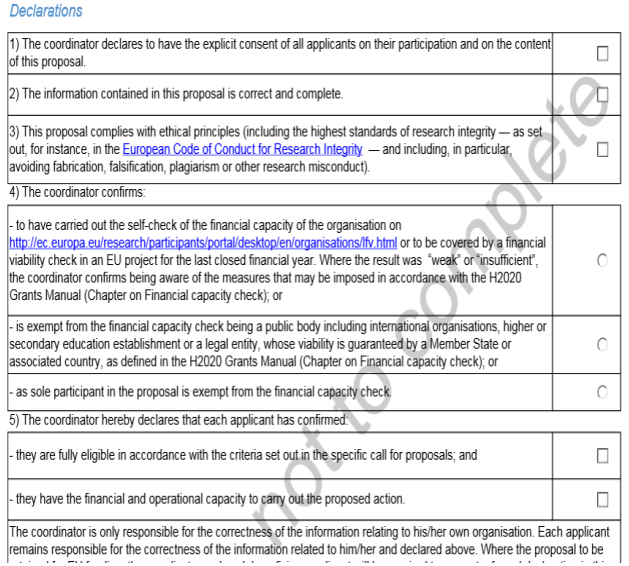
Duration in months Estimated duration of the project in full months.

Free keywords Enter any words you think give extra detail of the scope of your proposal (max 200 characters with spaces).

Abstract

Short summary (max. 2,000 characters, with spaces) to clearly explain:
- the objectives of the proposal
- how they will be achieved
- their relevance to the work programme.

Will be used as the short description of the proposal in the evaluation process and in communications with the programme management committees and other interested parties .
- Do not include any confidential information.


Declarations

1) The coordinator declares to have the explicit consent of all applicants on their participation and on the content of this proposal.	☐
2) The information contained in this proposal is correct and complete.	☐
3) This proposal complies with ethical principles (including the highest standards of research integrity — as set out, for instance, in the European Code of Conduct for Research Integrity — and including, in particular, avoiding fabrication, falsification, plagiarism or other research misconduct).	☐
4) The coordinator confirms:	
- to have carried out the self-check of the financial capacity of the organisation on http://ec.europa.eu/research/participants/portal/desktop/en/organisations/lfv.html or to be covered by a financial viability check in an EU project for the last closed financial year. Where the result was "weak" or "insufficient", the coordinator confirms being aware of the measures that may be imposed in accordance with the H2020 Grants Manual (Chapter on Financial capacity check); or	○
- is exempt from the financial capacity check being a public body including international organisations, higher or secondary education establishment or a legal entity, whose viability is guaranteed by a Member State or associated country, as defined in the H2020 Grants Manual (Chapter on Financial capacity check); or	○
- as sole participant in the proposal is exempt from the financial capacity check	○
5) The coordinator hereby declares that each applicant has confirmed:	
- they are fully eligible in accordance with the criteria set out in the specific call for proposals; and	☐
- they have the financial and operational capacity to carry out the proposed action.	☐
The coordinator is only responsible for the correctness of the information relating to his/her own organisation. Each applicant remains responsible for the correctness of the information related to him/her and declared above. Where the proposal to be	

A2: Administrative data of all participating institutions

All beneficiaries need to have a valid PIC number

Contact persons from each institution should be added

2 - Administrative data of participating organisations

PIC Legal name

Short name:

Address of the organisation

Street

Town

Postcode

Country

Webpage

Legal Status of your organisation

Research and Innovation legal statuses

Public body ..... unknown

Non-profit ..... unknown

International organisation ..... unknown

International organisation of European interest ..... unknown

Secondary or Higher education establishment ..... unknown

Research organisation ..... unknown

Legal person ..... unkno

Enterprise Data

SME self-declared status ..... unknown

SME self-assesment ..... unknown

SME validation sme ..... unknown

Part A to be completed online

Do not to complete

A3: Budget

Budget per beneficiary

Indirect costs are calculated automatically

3 - Budget for the proposal

No	Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub-contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse-ment rate (%)	(J) Max.EU Contribution / € (=H*I)	(K) Requested EU Contribution/ €
1			0	0	0	0	0	0,00	0	0,00	100	0,00	0,00
	Total		0	0	0	0	0	0,00	0	0,00		0,00	0,00

Part A to be completed online

A4: Ethic and issues

4 - Ethics issues table

1. HUMAN EMBRYOS/FOETUSES		Page
Does your research involve Human Embryonic Stem Cells (hESCs)?	○ Yes ◉ No	
Does your research involve the use of human embryos?	○ Yes ◉ No	
Does your research involve the use of human foetal tissues / cells?	○ Yes ◉ No	
2. HUMANS		**Page**
Does your research involve human participants?	○ Yes ◉ No	
Does your research involve physical interventions on the study participants?	○ Yes ◉ No	
3. HUMAN CELLS / TISSUES		**Page**
Does your research involve human cells or tissues (other than from Human Embryos/ Foetuses, i.e. section 1)?	○ Yes ◉ No	
4. PERSONAL DATA		**Page**
Does your research involve personal data collection and/or processing?	○ Yes ◉ No	
Does your research involve further processing of previously collected personal data (secondary use)?	○ Yes ◉ No	
5. ANIMALS		**Page**
Does your research involve animals?	○ Yes ◉ No	

6. THIRD COUNTRIES		Page
In case non-EU countries are involved, do the research related activities undertaken in these countries raise potential ethics issues?	○ Yes ◉ No	
Do you plan to use local resources (e.g. animal and/or human tissue samples, genetic material, live animals, human remains, materials of historical value, endangered fauna or flora samples, etc.)?	○ Yes ◉ No	
Do you plan to import any material - including personal data - from non-EU countries into the EU? *For data imports, please fill in also section 4.* *For imports concerning human cells or tissues, fill in also section 3.*	○ Yes ◉ No	
Do you plan to export any material - including personal data - from the EU to non-EU countries? *For data exports, please fill in also section 4.* *For exports concerning human cells or tissues, fill in also section 3.*	○ Yes ◉ No	
If your research involves low and/or lower middle income countries, are benefits-sharing measures foreseen?	○ Yes ◉ No	
Could the situation in the country put the individuals taking part in the research at risk?	○ Yes ◉ No	
7. ENVIRONMENT & HEALTH and SAFETY		**Page**
Does your research involve the use of elements that may cause harm to the environment, to animals or plants? *For research involving animal experiments, please fill in also section 5.*	○ Yes ◉ No	
Does your research deal with endangered fauna and/or flora and/or protected areas?	○ Yes ◉ No	
Does your research involve the use of elements that may cause harm to humans, including research staff? *For research involving human participants, please fill in also section 2.*	○ Yes ◉ No	
8. DUAL USE		**Page**
Does your research have the potential for military applications?	○ Yes ◉ No	
9. MISUSE		**Page**
Does your research have the potential for malevolent/criminal/terrorist abuse?	○ Yes ◉ No	
10. OTHER ETHICS ISSUES		**Page**
Are there any other ethics issues that should be taken into consideration? Please specify	○ Yes ◉ No	

Part A to be completed online

Part B

1. Excellence
   - 1.1 Objectives
   - 1.2 Relation to the work programme
   - 1.3 Concept and methodology
   - 1.4 Ambition
2. Impact
   - 2.1 Expected impacts
   - 2.2 Measures to maximise impact Dissemination and exploitation of results Communication (intelrnal /External) activities
3. Implementation
   - 3.1 Work plan - Work packages, deliverables
   - 3.2 Management structure, milestones and procedures
   - 3.3 Consortium as a whole
   - 3.4 Resources to be committed

PAGE LIMIT!

4. Members of the consortium
   - 4.1 Participants (applicants)
   - 4.2 Third parties involved in the project (including use of third party resources)
5. Ethics and Security
   - 5.1 Ethics
   - 5.2 Security

VII/B: RIA PART B: EXCELLENCE

Example: structure of a RIA (Research & Innovation Action)

Part A
(online form)

- Administrative forms

Part B

(to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Implementation
4. Members of the consortium
5. Ethics and Security

RIA (Part B)

1. Excellence
   - 1.1 Objectives
   - 1.2 Relation to the work programme
   - 1.3 Concept and methodology
   - 1.4 Ambition
2. Impact
3. Implementation
4. Members of the Consortium *(no page limit)*
5. Ethics and Security

Stage 1

Stage 2

Deconstructing a call text

- **Specific Challenge:** introduces the problem/question at stake
- **Scope:** presents what exactly is expected to be done
- **Expected impacts:** lists what is supposed to be achieved

- **Objectives `=> Specific challenge**
- **Relation to the work programme => Scope**
- **Concept and approach => TRL, (inter)national activities linked to the project,...**
- **Ambition=> beyond the state-of-the-art and innovation potential**

B1. Excellence

1. **Objectives**
2. **Relation to the work programme**
3. **Concept and methodology**
4. **Ambition**

B1.1 Objectives

- **Overall aim =>Short introductory paragraph answering 5 KEY QUESTIONS**
  - Which problem are you trying to solve?
  - Is it a European priority or could it be solved at national level?
  - Is the solution already available?
  - Why now?
  - Why you? Are you the best consortium to do this work?
- **2-3 OVERALL OBJECTIVES**
- **Specific objectives (not more then 5)**

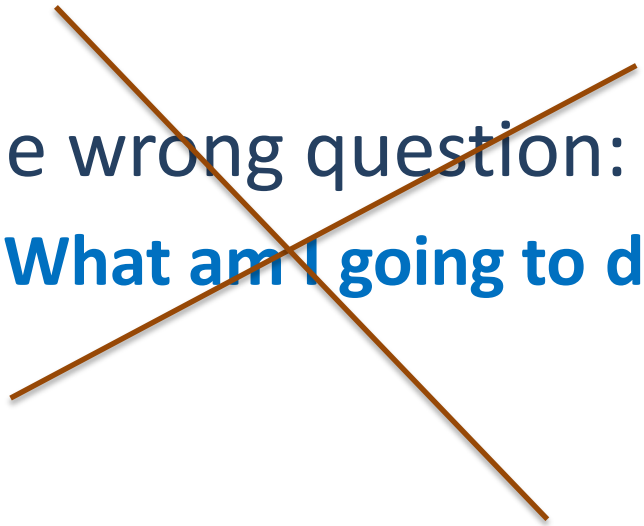
B1.1 Objectives

Describe the specific objectives for the project, which should be **clear, measurable, realistic and achievable** within the duration of the project.

Objectives should be consistent with the expected/iidentified exploitation and impact of the project

- The right question:
  - **What do I plan to achieve?**

- The wrong question:
  - **What am I going to do?**



S M A R T OBJECTIVES

S specific, concrete

- What **exactly** are you going to achieve?
- Is the objective written in a clear and **comprehensible** way?

M measurable

- How can you tell if the objective is reached?
- Are there clear **indicators** or **parameters** to measure the objective?

A acceptable

- Acceptence of project results by stakeholders?
- Do the objectives provide an **acceptable solution** to the problem?

R realistic

- Is the objective **achievable**, given the time and resources committed?

T timely

- **When** will the objectives be achieved?

1.2 Relation to the work program

Indicate the **work programme topic to which your proposal relates**, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the work programme.

Make a **table** of **all** relevant elements of the **topic text** and the way you deal with them in the project.

The scope of call XXX is:	Our project (Acronym) will Provide/responds with
„……“	….
„……“	….

1.3 Concept and methodology

(a) Concept

- Describe and explain the **overall concept** underpinning the project. Describe the **main ideas, models or assumptions** involved. Identify any **inter**-disciplinary considerations; **where relevant, use of stakeholder knowledge**

- Describe the **positioning** of the project e.g. where it is situated in the spectrum from 'idea to application', or from 'lab to market'. Refer to **Technology Readiness Levels** where relevant.

- The right question:
  - **How the objectives will be reached?**

- The wrong question:
  - **What exactly and when will be done?**

Concept

- the concept should be based on a certain model/ hypothesis/ assumption that should be clearly stated and elaborated….(best if the hypothesis is based on findings of consortium members!)
- …some facts/figures/numbers to the current situation
- this section is still quite general, not too much methodological detail with regards to the „how“
- Include a table about projects/knowledge you build upon
- Describe any national or international research and innovation activities linked to the project

(b) Methodology

- Describe and explain the **overall methodology**, distinguishing, as appropriate, activities indicated in the relevant section of the work program, **e.g. for research, demonstration, piloting, first market replication, etc;**
- demonstrate the **excellence of the consortium…**
- you will be applying
  gender analysis = Where relevant, describe how **gender analysis** is taken into account in the project's content.
  - *NOT: how many women and men work in your project*

1.4 Ambition

- Describe the **advance** your proposal would provide **beyond the state-of-the-art**, and the extent to which the proposed work is **ambitious**.

- Describe the ground-breaking nature of the objectives, concept , trans-disciplinarily considered, innovation potential…

- Possible to break down into several subareas:
  - What is the state of the art in this field?
  - *How does your project go **beyond** this state of the art?*
- Stress the AMBITION of the project!
- don’t be unrealistic!

Exercise 1

ID: WIDESPREAD-05-2020 Type of action: CSA

Model : single-stage

Deadline: **14 November 2019 17:00:00 Brussels time**

Specific Challenge: The specific challenge is to enhance networking activities between the research institutions of the Widening countries and internationally-leading counterparts at EU level. Driven by the quest for excellence, research intensive institutions tend to collaborate increasingly in closed groups, producing a crowding-out effect for a large number of promising institutions. This is the challenge that a specific Twinning action will try to address.

Scope: Twinning aims at significantly strengthening a defined field of research in a university or research organisation from a Widening country by linking it with at least two internationally-leading research institutions from two different Member States or Associated Countries. Twinning will:

1. Enhance the scientific and technological capacity of the linked institutions with a principal focus on the university or research organisation from the Widening Country;
2. Help raise the research profile of the institution from the Widening country as well as the research profile of its staff.

Successful Twinning proposals will have to clearly outline the scientific strategy for stepping up and stimulating scientific excellence and innovation capacity in a defined area of research as well as the scientific quality of the partners involved in the twinning exercise. This scientific strategy should include arrangements for formulating new (or ongoing) joint research project(s) in the scientific area of choice and describe how Twinning will take this research to a new stage, by enlarging its scope and/or the research partnership. If relevant, any links with sustainable development objectives are to be outlined.

Such a strategy should include a comprehensive set of activities to be supported. These should include at least a number of the following: short term staff exchanges; expert visits and short-term on-site or virtual training; workshops; conference attendance; organisation of joint summer school type activities; dissemination and outreach activities.

A dedicated focus towards promoting the involvement of early stage researchers (as per the MSCA definition[11]) in the coordinating institution from the Widening country is expected. This should take the form of a dedicated work package or task in the proposal describing activities dedicated to early stage researchers from the coordinating institution that could include training, mentoring and networking measures within the Twinning exercise, with a special focus on the promotion of gender equality among early stage researchers.

One of the lessons learned from previous calls and from the interim evaluation of Horizon 2020, is the lack of experience with regard to research management and administration in widening countries. That is why proposals should also focus on strengthening the research management and administration skills of the coordinating institution from the Widening country. This should take the form of a dedicated work package or task, placing emphasis to specific activities, in view of helping the staff of the coordinating institution to improve their proposal preparation and project management/administration skills. If not yet in place, setting up/upgrading a research management/administration unit within the coordinating institution would be beneficial. This will be achieved by fully utilising the experience and best practices of the internationally leading partners and is expected to be a concrete deliverable of the Twinning exercise.

In general, costs relating to administration, networking, coordination, training, management, travel costs are acceptable under a Twinning project. While the action does not focus on equipment and research costs, these could be accepted if they constitute only a minor part (up to 10%) of the total Horizon 2020 funding requested and are deemed necessary to fulfil the action's specific scope and objective.

Therefore, for grants awarded under this topic and type of action the following cost categories will be ineligible costs:

- infrastructure costs;

The respective option of Article 6.5.C of the Model Grant Agreement will be applied.

The duration of a Twinning project can be up to 3 years.

If the coordinating entity has already been funded (as a coordinator) under other Horizon 2020 Twinning calls, these projects need to be described in the proposal. In particular, proposers need to clearly demonstrate the added value and impact of the proposal in achieving the Twinning programme objectives, in comparison to the already funded Twinning project within the coordinating entity.

The Commission considers that proposals requesting a contribution from the EU of EUR 0.9 million, would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting lower amounts.

Expected Impact:

- Increased research excellence of the coordinating institution in the particular field of research as a result of the twinning exercise.
- Enhancing the reputation, attractiveness and networking channels of the coordinating institution.
- Improved capability to compete successfully for national, EU and internationally competitive research funding.
- Illustrate quantitatively and qualitatively the expected potential impact of the twinning exercise within the coordinating institution (and possibly at regional/national level) based on indicators like expected future publications in peer reviewed journals, collaboration agreements with businesses, intellectual property, new innovative products or services.
- It should be explained how the leading scientific institutions in the partnership will contribute in terms of provision of access to new research avenues, creativity and the development of new approaches, as well as acting as a source for increased mobility (inwards and outwards) of qualified scientists.
- The benefits for the internationally leading scientific institutions and the way they would materialise through the partnership should be substantiated.

Transformative impact of disruptive technologies in public services ID: DT-TRANSFORMATIONS-02-2018-2019-2020

Focus area: Digitising and transforming European industry and services (DT) **Type of action:** RIA Research and Innovation action/ Deadline Model : single-stage /Deadline: **12 March 2020 17:00:00 Brussels time**

Specific Challenge: The challenge is to assess the potential benefits and risks of using disruptive technologies in public administrations as well as the social impact, including the impact on public servants, of using them for government processes and governance (e.g. for registers, for archiving, for tax collection, for decision-making processes etc.). The political, ethical, socio-economic, legal and cultural implications of disruptive technologies and their acceptance are important not only for public administrations, but also for citizens.

Scope:

b) Research and Innovation action (2020):

The use of disruptive technologies (such as artificial intelligence and big data analytics, block chain, Internet of Things, virtual and augmented reality, simulations or gamification) in public administrations and in governance including citizens engagement, decision support systems and policy impact assessments is growing. Although the potential positive impact of such technologies is high, the ways in which they can disrupt the existing landscape of public services and legal procedures and can replace present solutions and processes are largely unknown. As a result, deploying these disruptive technologies in public administration requires experimentations and a thorough assessment of their potential impact, benefits and risks (e.g. excluding some parts of the population due to age / gender / disabilities / social inequality / lack of e-literacy…). This includes especially their ethical and legal consequences. Proposals should pilot the technology and should engage multidisciplinary partners including those from social sciences and humanities, stakeholders and users (both public servants and citizens if appropriate) to examine how emerging technologies can impact the public sector (including the impact on public servants and the relation between public services and citizens) and explore in a wide-ranging fashion the issues surrounding the use of these technologies in the public sector (incl. e.g. the impact on capital, labour and knowledge). One of such issues will be experimenting with Digital Innovation Hubs (DIHs) [1] to engage innovative industrial suppliers such as startups, Govtech and innovative SMEs to pilot the adoption and use of disruptive technologies to improve public services.

Proposals should also lead to the development of implementations and/or business plans that would ensure the long-term sustainability of the services offered based on the used technology.The Commission considers that proposals requesting a contribution from the EU of between EUR 3 and 4 million would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

Expected Impact:
The action will **enable public authorities to develop pathways for the introduction of disruptive technologies** while also **addressing the societal challenges raised by such technologies**. Based on a thorough understanding of users' needs, the action will enhance knowledge on digital governance; develop new ways of providing public services, of ensuring public governance and of boosting public engagement with the help of disruptive technologies. It will also contribute to developing new practices, to optimising work processes and to integrating evidence-based decision-making processes in public services and in services such as health, education, culture, social welfare and mobility.

Cross-cutting Priorities:

Socio-economic science and humanities
Gender

Deconstructing a call text

- **Specific Challenge:** introduces the problem/question at stake
- **Scope:** presents what exactly is expected to be done
- **Expected impacts:** lists what is supposed to be achieved

- **Objectives `=> Specific challenge**
- **Relation to the work programme => Scope**
- **Concept and approach => TRL, (inter)national activities linked to the project,...**
- **Ambition=> beyond the state-of-the-art and innovation potential**

***Example*: SFS-32-2018: Supporting microbiome coordination and the International Bioeconomy Forum**

Specific challenge: Knowledge of the potential of microbial systems, or microbiomes, throughout the food chains, is seen as a promising means to ensuring the sustainability of our food system. […]

Scope: Proposals should aim at a platform for collaboration and coordination across various microbiome-related research and innovation programmes, in Europe and worldwide, throughout the food systems and beyond, including both terrestrial and aquatic environments (e.g. linkages among microbiome related work in plants, animals, soils, marine and human health). […]

Indicative Budget: The Commission considers that proposals requesting a contribution from the EU in the range **of EUR 3 million** would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts. […]

Expected Impact: In line with the EU Bioeconomy Strategy, in the short/medium term proposals will:

- Improve coherence and reduce the overlap between national and EU funding in

Objectives	
1.	
2.	
3.	

Concrete expected impact (from Call)	Type of Impact	Indicator	Stakeholders	Objectvies (N.)

Example: structure of a RIA (Research & Innovation Action)

Part A
(online form)

- Administrative forms

Part B

(to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Implementation
4. Members of the consortium
5. Ethics and Security

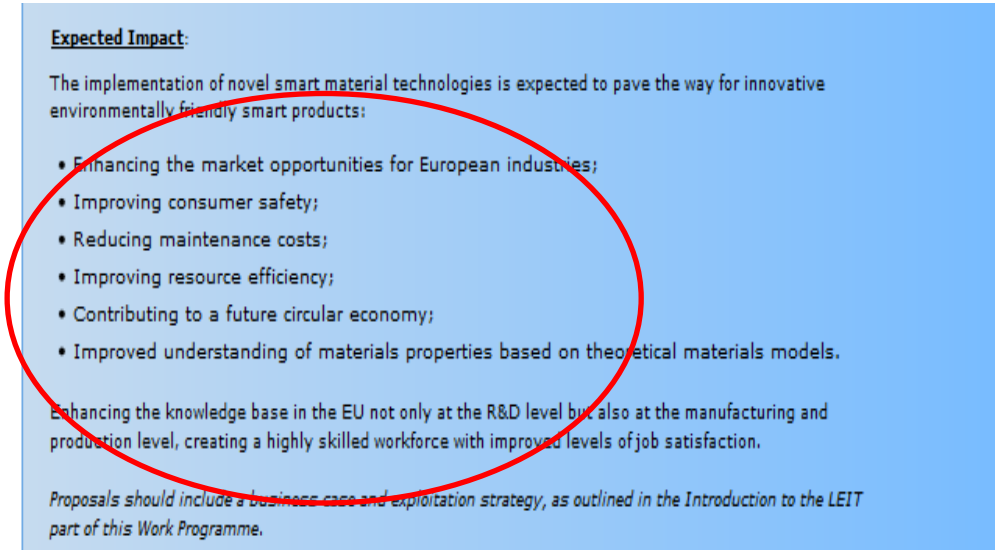
B2: Impact

1st STAGE

2.1 **Expected impacts** => impact indication can be found in Work programme and specific Call;

=> **Enhancing innovation capacity and integration of new knowledge**

=> Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets



Expected Impact:

The implementation of novel smart material technologies is expected to pave the way for innovative environmentally friendly smart products:

- Enhancing the market opportunities for European industries;
- Improving consumer safety;
- Reducing maintenance costs;
- Improving resource efficiency;
- Contributing to a future circular economy;
- Improved understanding of materials properties based on theoretical materials models.

Enhancing the knowledge base in the EU not only at the R&D level but also at the manufacturing and production level, creating a highly skilled workforce with improved levels of job satisfaction.

Proposals should include a business case and exploitation strategy, as outlined in the Introduction to the LEIT part of this Work Programme.

From Activities to Impacts

OUTCOME =what happens, if our **target group uses** our outputs!

- they become more knowledgeable (enlightenment!) or
- produce better products or
- reduce the ecological footprint

IMPACT = what happens **by use or non-use** of others than our primary target group (i.e. a ‘secondary’ or even ‘not-intended audience’)

B2: Impact

1st STAGE

2.1 **Expected impacts** => impact indication can be found in Work programme and specific Call;

BUT: The guidelines are not only in work programs, see also the strategic programme:

stratprog_overarching_version_for_publication.pdf

AND: keep into mind Priorities and Focus areas

IN ADDITION it's good to know that there are different impact dimensions:

- **structuring impacts** (ERA Roadmap);
- **scientific impacts**;
- **innovation impacts** (will project lead to innovative products and processes);
- **economic impacts** (open the knowledge flows for the innovation process, create new market opportunities, strengthen competitiveness and growth of companies, etc)
- and **societal impacts** (how the research has relevance for the society)
- PLUS – several guiding materials: Net4Society Factsheet Increasing Impact

Key performance indicators for impact in H2020 pillars

Scientific Excellence

- Percentage of publications from ERC funded projects which are among the top 1% highly cited
- Publications in peer-reviewed high impact Journals
- Patent applications and patents awarded in Future and Emerging Technologies
- Cross-sector and cross-country circulation of researchers, including PhD Candidates
- Number of researchers who have access to research infrastructures through support from Horizon 2020

Industrial Leadership

- Patent applications and patents awarded in the different enabling and industrial technologies
- Percentage of participating firms introducing innovations
- Number of joint public private publications
- Total investments mobilised (from different funds)
- Number of organisations funded and amount of private funds leveraged
- Percentage of participating SMEs introducing innovations
- Growth and job creation in participating SMEs

Societal Challenges

- Publications in peer-reviewed high impact journals in this area
- Patent applications and patents awarded in this area
- Number of prototypes and testing activities
- Number of joint public-private publications
- New products, processes, and methods launched into the market
- Percentage of the respective Societal Challenge funds allocated to related research activities

Types of effects / impacts

Results-oriented impacts: usually quantitative measurable results (e.g. creation of jobs, new publications, patents, reduction etc.)

Behavioural impacts: changes in the (social, economic, …) behaviour (e.g. changes concerning innovative behaviour, change of environmental behaviour, change of images & awareness etc.)

Eleven dimensions of the impacts

Science impacts: Knowledge, Research activities, Training Technology impacts: Products, Processes, Services, Know-how	Organization impacts: Planning, Work organization, Administration, Human resources Health impacts: Public health, Health systems
Economy impacts: Production, Financing, Investments, Commercialisation, Budget	Environment impacts: Management of natural resources and the environment, Climate and meteorology
Culture impacts: Knowledge, Know-how, Attitudes, Values	Symbolic impacts: Legitimacy/credibility/visibility
Society impacts: Welfare, Discourses and actions of groups	Training impacts: Curricula, Pedagogical Tools, Qualifications, Graduates, Insertion into the job market, Fitness of training/work, career, use of acquired knowledge
Policy impacts: Policymakers, Citizens, Public programs, National security	

Source: Godin and Doré, 2006

Identify the parts of the proposal – show excellence in all areas

1.1 Objectives

1.2 Relation to the work programme

1.3 Concept and methodology

1.4 Ambition

2. Impact

2.1 Expected impacts

2.2 Measures to maximise impact

a) Dissemination and exploitation of results

b) Communication activities

3. Implementation

3.1. Workplan – Workpackages, Deliverables

3.2 Management structure, milestones and procedures

3.3 Consortium as a whole

3.4 Resources to be committed

4. Members of the consortium

5. Ethics and Security

=> Objectives that contribute to broader impact dimension

=> Draft plans to reach expected impacts, knowledge management plan, business plan, management of research data, etc.

=> WP Dissemination & Exploitation & Communication

=> Role of impact/innovation manager with adequate resources

=> Exploitation partner, Communication partner

Describe how your project will contribute to:

- each of the expected impacts mentioned in the work programme, under the relevant topic;
- any substantial impacts not mentioned in the work programme, that would enhance innovation capacity; create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
- Describe any barriers/obstacles, and any framework conditions (such as regulation, standards, public acceptance, workforce considerations, financing of follow-up steps, cooperation of other links in the value chain), that may determine whether and to what extent the expected impacts will be achieved.

Exercise 2

RIA (Part B)

1. Excellence
2. Impact
   - 2.1 Expected impacts
   - **2.2 Measures to maximise impact**
   - **Dissemination and exploitation of results**
   - **Communication (intelrnal /External) activities**
3. Implementation
4. Members of the Consortium *(no page limit)*
5. Ethics and Security

Stage 1

Stage 2

2.2 **Measures to maximise impacts** =>

a) *Dissemination and exploitation*

a draft plan for the dissemination and exploitation of the project´s results

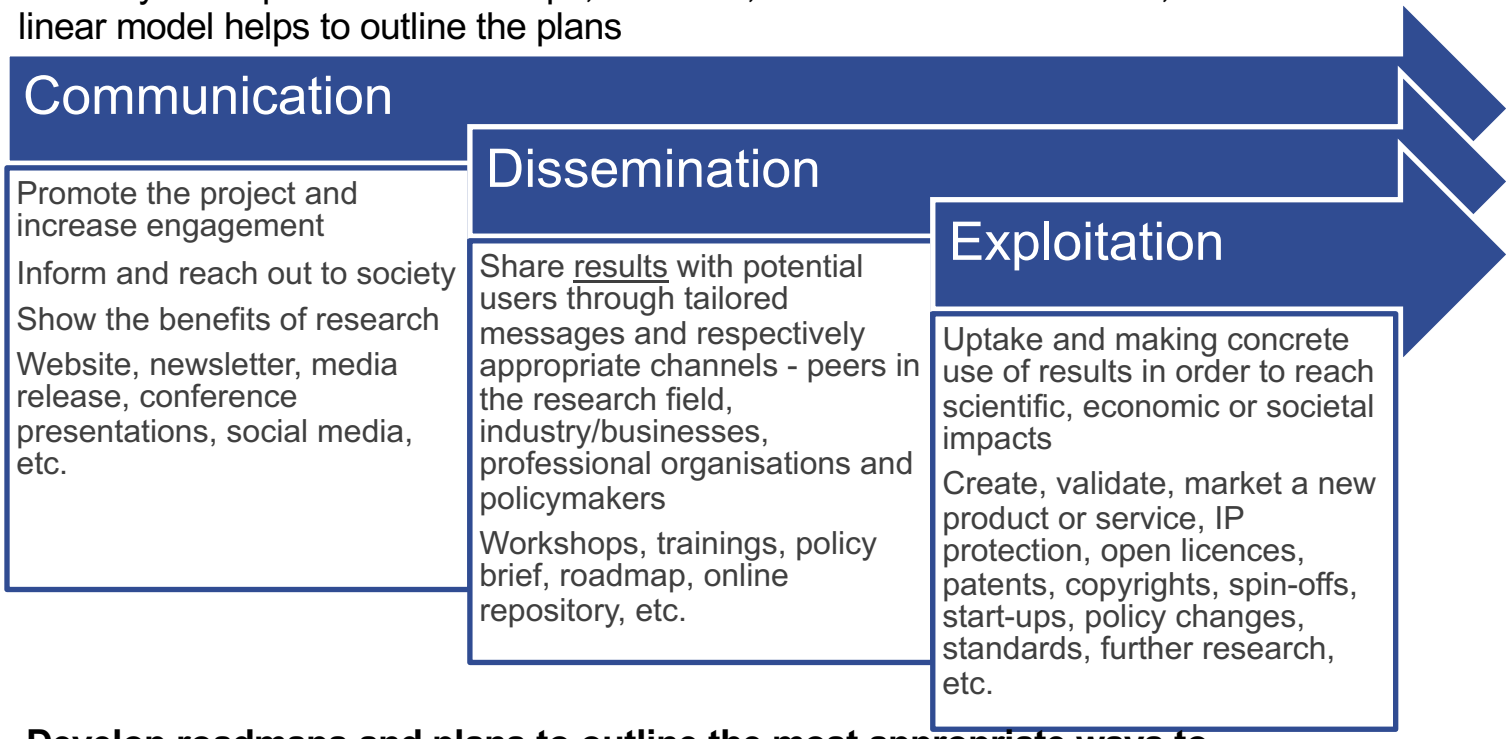
decision about the participation in pilot on open research data; outline of knowledge management and protection (incl. measures to provide open access, IPR…), business plan

…

b) *Communication activities* (target groups, stakholders and measures, communication strategy)

Measures to maximise impacts

Pathways to impact are full of loops, revisions, dead ends and iterations, but a linear model helps to outline the plans



Develop roadmaps and plans to outline the most appropriate ways to send appropriate messages to the identified target groups.

Analyse the impacts

Expected impact	Ways in which the benefits will materialise	Corresponding activities	Indicators and targets

What are the reasons for engaging with stakeholders (based on their interests)?

- Awareness raising
- Information sharing
- Co-design and co-development
- Influence their behaviour
- …

What can be gained for the project?

- Insight and input to the project
- Access to contacts and networks
- Inclusion of new perspectives
- Involvement of end user for piloting and testing
- …

B3. IMPLEMENTATION (RIA)

Example: structure of a RIA (Research & Innovation Action)

Part A
(online form)

- Administrative forms

Part B

(to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Implementation
4. Members of the consortium
5. Ethics and Security

RIA (Part B)

1. Excellence
2. Impact
3. **Implementation**
   - 3.1 Work plan — Work packages, deliverables and milestones *(tables)*
   - 3.2 Management structure and procedures
   - 3.3. Consortium as a whole
   - 3.4 Resources to be committed
4. **Members of the Consortium** ***(no page limit)***
5. **Ethics and Security**

Stage 1

Stage 2

B3: implementation

3.1 **Work plan - Work packages, deliverables** => overall structure of the project, coherent and effective work plan, description of the Work package and tasks, list of deliverables incl. appropriate of the allocation of tasks and resources

3.2 **Management structure and procedures** incl. critical risk and mitigation measurers, milestones, appropriate management structure connected innovation management process and exploitation plan.

3.3. **Consortium as a whole** => description of the consortium, involvement of industrial/commercial participants, involvement of other countries.

3.4 **Resources to be committed** => completed financial tables (PMs per WP), justification of the "other direct costs" items for each participant (=only if the total exceeds 15% of personnel costs for that participant)

Page limit: For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 70 pages (for RIA actions!)

3.1 Work plan – work packages, deliverables and milestones

Expectations of the EC

- Brief presentation of the overall structure of the work plan
- Timing of the different work packages and their components (***Gantt Chart***)
- Graphical presentation of the components showing how they inter-relate (***Pert Chart***)
- Detailed work description
  - A **description** of each **work package** (table 3.1a)
  - A **list** of **work packages** (table 3.1b)
  - A list of major **deliverables** (table 3.1c)

Time management -GANTT

To ensure that the tasks start and finish according to the project work plan and that the project deliverables are submitted to EC in due time.

⇒ **All the projects activities needs to be carefully planned already in the proposal stage!**

⇒ „A Gantt chart is a horizontal bar chart developed as a production control tool in 1917 by Henry L. Gantt, an American engineer and social scientist.“

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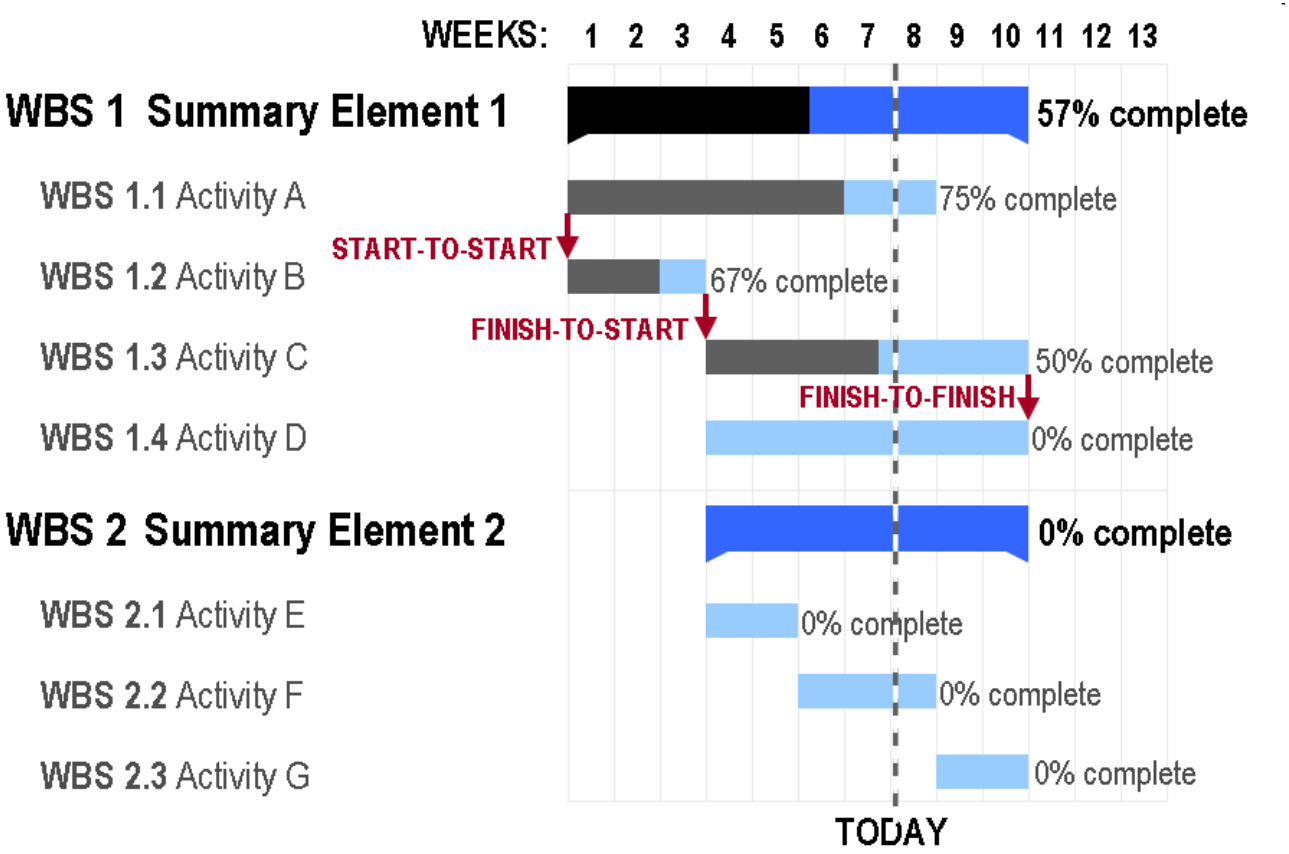
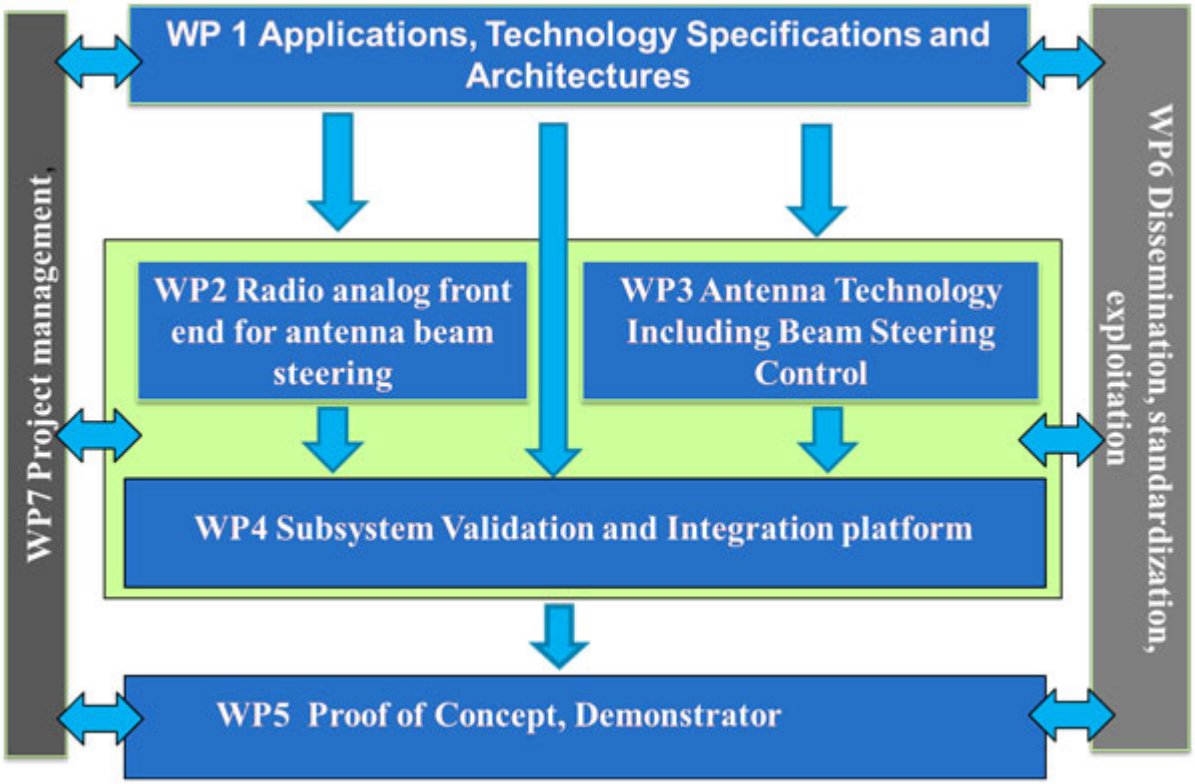
Gantt Chart


WEEKS: 1 2 3 4 5 6 7 8 9 10 11 12 13
WBS 1 Summary Element 1
57% complete
WBS 1.1 Activity A
75% complete
START-TO-START
WBS 1.2 Activity B
67% complete
FINISH-TO-START
WBS 1.3 Activity C
50% complete
FINISH-TO-FINISH
WBS 1.4 Activity D
0% complete
WBS 2 Summary Element 2
0% complete
WBS 2.1 Activity E
0% complete
WBS 2.2 Activity F
0% complete
WBS 2.3 Activity G
0% complete
TODAY

PERT Chart

- used to schedule, organize, and coordinate tasks within a project
- illustration of dependencies
- PERT stands for *Program Evaluation Review Technique*, a methodology developed by the U.S. Navy in the 1950s.



Source: http://www.h2020-dream.eu/structure/

Table 3.1b: List of work packages - Example

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
1	Project Management & Coordination	1	xxx	22.5	1	36
2		3	xxx	71	1	36
3		5	xxx	74	1	36
4		1	xxx	41	1	36
5		2	xxx	64	6	36
6	Exploitation & Dissemination	7	xxx	38.5	1	36
				311		

3.2 Management structure and procedures

Expectations of the EC

- Describe any **organizational structure** and the **decision-making** (including a list of milestones)
  - Clearly define: Who is responsible for what?
  - Who will decide what, how and when?
  - How effective will the innovation management be addressed in the management structure and work plan?
  - What will happen in case of conflict?
  - What will happen, if there won't be any agreement on something? Who will decide then? Veto right?

Objectives of project management

- Ensure the correct execution of the project's work plan including its adaptation to necessities that may occur during the project
- Guarantee efficient communication within the consortium
- Assure the overall coordination of all activities among the project partners
- Lead project steering with the objective to implement the project in a smooth and consolidated way, involving the partnership and also external stakeholders
- Enabled timely reporting to the European Commission and the administrative and financial management of the project

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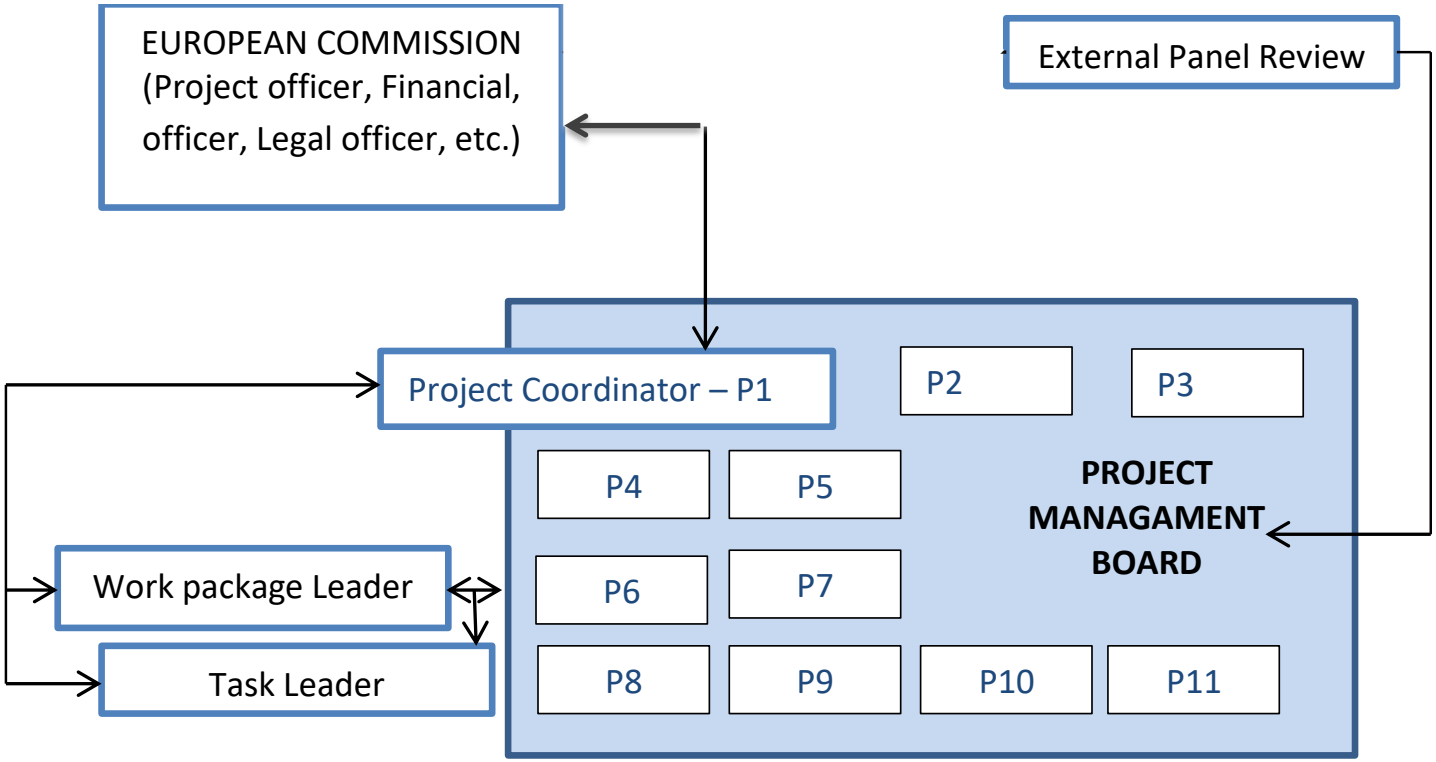
EXAMPLE


EUROPEAN COMMISSION
(Project officer, Financial, officer, Legal officer, etc.)
External Panel Review
Project Coordinator – P1
P2
P3
P4
P5
PROJECT MANAGAMENT BOARD
Work package Leader
P6
P7
Task Leader
P8
P9
P10
P11

Roles of project participants

-Each of the project partners can have different roles.

-Roles are defined in the project work-plan description

-All project partners :

- Should fulfil their tasks duly, timely and according to the distribution of work specified in Annex I or amended by the decisions of the General Assembly

Project Management Board

/ General Project Assembly/ Steering Board

=> Main decision-making body

Members: all project partners, chaired by the Coordinator

Main tasks:

- To review project implementation and progress of work
- To approve the deliverables before submission to the EC
- To share knowledge on project implementation and to provide suggestions for its further development based on the project outcomes, input from the ERP
- To decide upon adaptations of the Annex I and consortium budget
- In case an activity can not be implemented, making a priority list for the future possible activities and deciding on the option based on criteria of efficiency, feasibility, impact and relevance
- To tackle problems, delays and resolve conflicts

Coordinator

- Responsible for overall project management
- Intermediary between the project and EC
- Ensures communication with the ERP
- Monitors compliance of the partners with their obligations
- Collects, reviews and submitts information on the progress of the project, reports and other deliverables to the EC
- Admnisters the financial contribution of the EC and fulfills financial tasks
- Transmits on time documents and information connected with the project
- Chairs the PMB meetings, proposes decisions and monitors the implementation of the project

Scientific Coordinator
Administrative and Financial Coordinator

Work package Leaders

responsible for the overall coordination of the WP, supervision of the tasks, activities, milestones as well as the related deliverables

- preparing a draft periodic plans for the WP tasks to be approved at the PMB meetings
- reporting to the coordinator and to PMB
- organising communication within the respective WP and, together with the Coordinator and other WP Leaders, across WPs
- presenting the WP conclusions, decisions, results and deliverables at external meetings
- taking, in agreement with the Task Leaders, decisions at the WP level
- analysing and documenting any Default of a party in relation to the own WP activities and preparing a respective proposal for an action plan to the Coordinator

Task Leaders

- responsible for the timely implementation of the activities in the task and the reporting to the WP Leader

- are taking, in agreement with the concerned WP Leader, decisions at the task level

Deliverable Leaders

- responsible for the timely and final write-up of the deliverables
- coordinate the work on the deliverable and report to the Task Leader, the WP Leader and the Coordinator
- need to comply to the official deadlines for the submission of the deliverable for the Quality Assurance and to the European Commission

Consortium agreement

an agreement that project participants conclude between themselves for the implementation of the project in Horizon 2020.

CA allows the participants to determine the detailed administrative and management provisions necessary to carry out their project. Within this agreement, parties also outline the rights and responsibilities of each member of the consortium concerning intellectual property. This agreement cannot contradict or negate the provisions established by the Grant Agreement or the Rules for Participation.

DESCA
Horizon 2020 Model Consortium Agreement
www.DESCA-2020.eu

3.2 Management structure and procedures

Table 3.2a: List of milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification

KEY

Estimated date

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

Means of verification

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

Definition: Milestones

- Structure project into **important periods** or **interim goals**
- Control points in project, help to chart progress
  - Status of the project?
  - Aims achieved so far?
  - Need for change of direction?

- May correspond to completion of key deliverable

- Mark critical decision point / turning points

Risk mitigation and conflict management

- In a project lifetime it can be anticipated that **issues arise which could put both the quality and timing of content at risk.**
- **Risks and potential solutions needs to be identified** as early as possible to ensure successful and timely completion of the project.
- In the event of **deviations from the project's work plan**, the Commission needs to be informed by the Project Manager without delay. As part of the internal communication activities, the Coordinator is responsible for risk and conflict management.

Expectations of the EC

- Describe any **critical risks**, relating to project implementation, that the stated project's objectives may not be achieved. Detail any **risk mitigation measures**. Please provide a table with critical risks identified and mitigating actions (table 3.2b)

Table 3.2b: Critical risks for implementation

Description of risk	Work package(s) involved	Proposed risk-mitigation measures

RISK MANAGAMENT - IMPLEMENTATION

OBJECTIVE:

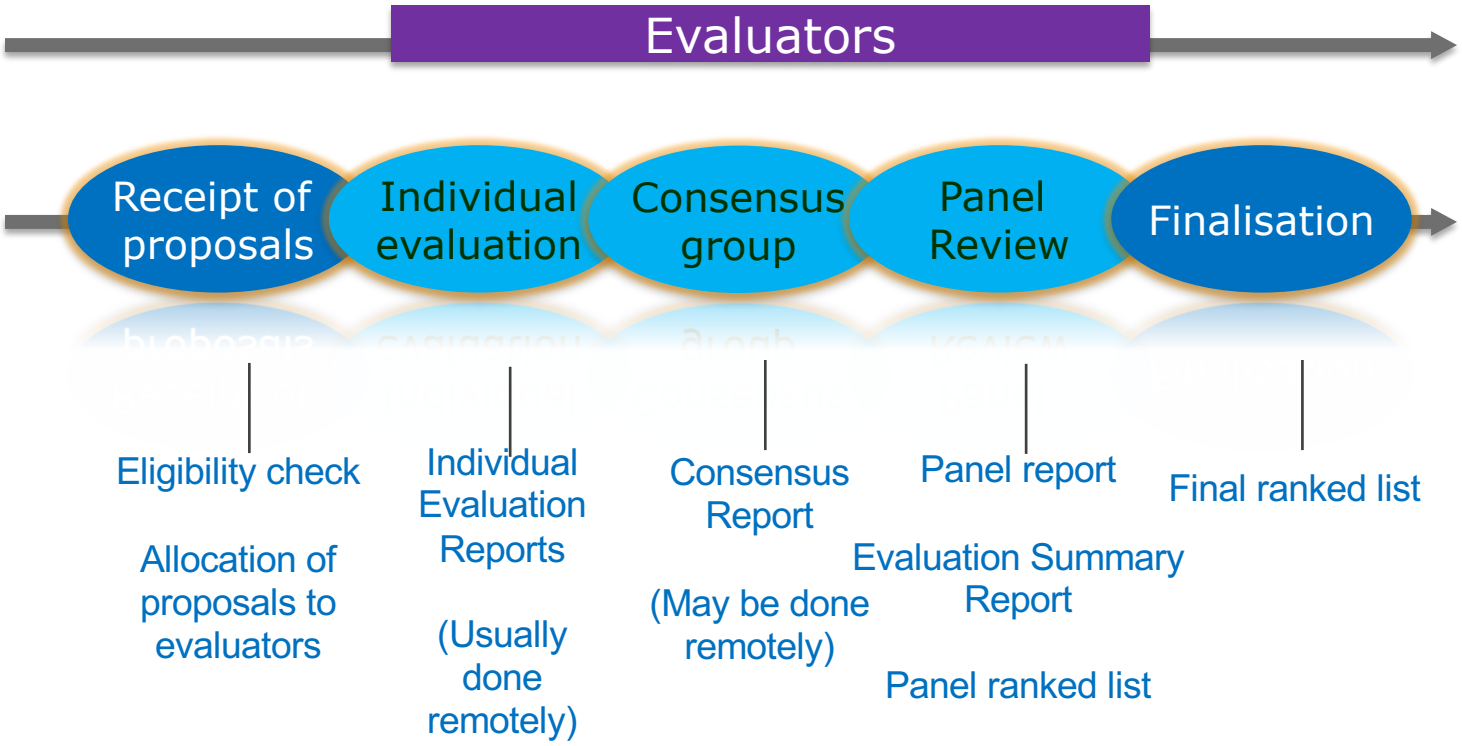
- to mitigate any risk that could potentially harm project's products and values.

Project Manager (RISK MANAGER):

RISK IDENFIFICATION	RISK MANAGAMENT
• Identification of risks • Assessment of its importance and the evaluation of whether the risk level is higher than the risk that could be accepted for the project. • In case a risk exceeds the acceptable levels, a risk analysis activity is instantiated that defines the required actions in order to set the risk within acceptable levels	• Involves the planning of the required activities to handle the risk, the re- distribution of resources, the evaluation of the results, as well as ensuring the stability of the new status

VII. Evaluation (RIA)

Overview of the evaluation process



Research and Innovation Actions

Excellence

- Clarity and pertinence of the objectives
- Soundness of the concept, including trans-disciplinary considerations, where relevant
- Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground-breaking objectives, novel concepts and approaches)
- Credibility of the proposed approach

Impact

- Enhancing innovation capacity and integration of new knowledge;
- Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets, by delivering such innovations to the markets;
- Any other environmental and socially important impacts;
- Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project

Implementation

Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

Complementarity of the participants within the consortium Appropriateness of the management structures and procedures, including risk and innovation management

Interpretation of the scores

0 — The **proposal fails to address the criterion** or cannot be assessed due to missing or incomplete information.

1 — **Poor**. The criterion is inadequately addressed, or there are serious inherent weaknesses.

2 — **Fair.** The proposal broadly addresses the criterion, but there are significant weaknesses.

3 — **Good.** The proposal addresses the criterion well, but a number of shortcomings are present.

4 — **Very Good.** The proposal addresses the criterion very well, but a small number of shortcomings are present.

5 — **Excellent.** The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Thresholds

Phase 1: Threshold for individual criteria = 4.

Overall threshold (for sum of three individual scores) = 13.

Phase 2: Threshold for criterion Impact= 4.

Overall threshold (for sum of three individual scores)=12.

Impact evaluated first, then Excellence and Implementation.

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Ensure your proposed objectives and **work plan meets** the **challenges addressed by the call**.

Follow exactly the structure given in the guide for applicants.

Be as concise and precise as possible. Avoid general statements.

The **consortium of partners must be excellent and appropriate to carry out the tasks**.

Do not overcrowd objectives and **show how you achieve them.**

Have the evaluator and the evaluation criteria at the forefront when writing the proposal.

Select the best partners and have an experienced coordinator.

Treat each section as if it is the most important section.

Think about presentation and the layout of the proposal. **Use diagrams to explain complex concepts.**

Proof-read and check for spelling mistakes

Sell, don't tell. Make the evaluator feel your passion. In addition to having an excellent idea which is the basis of any successful proposal, researchers must *sell* the concept to the evaluators. and overall flow of the narrative.

Your Project has to serve the needs of the European Community / European Policies (Impact)