Spremenite kakovost svoje projektne prijave na razpise Obzorje Evropa

Transform the quality of your Horizon Europe grant application

Dr. Nikolaos Floratos, Horizon Europe Coach, Funding Expert Academy

Univerza v Ljubljani, Kongresni trg 12, Ljubljana

8. marec 2024

KRPAN

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FUNDING EXPERT
ACADEMY

Transform the quality of your Horizon Europe
grant application

Nikolaos FLORATOS
Horizon Europe Coach

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"Death by Powerpoint"

- *This set of slides is the core material not only for my training on how to develop winning Horizon Europe grant applications but it serves also the purpose of a **manual** for consulting it and applying its step-by-step practices, tools, examples and tips EVERYTIME you are involved in the development of an Horizon Europe proposal. No matter, if you are a novice or an expert in developing HEU proposals, I strongly recommend you to follow slide per slide its instructions for getting all the help and support you need for success in Horizon EUROPE.*

- *This is the **reason of the large number of slides**, i.e. to have a detailed manual to consult consistently in the Horizon Europe proposal development cycle as a compass AFTER THE TRAINING and **not to experience the death by powerpoint incident**!*

- *I normally run all my courses by using the flipchart for writing notes and having hands on practice but this would take us a week for such a course which is great if you can invest that time but if not, then we have to compromise with powerpoint slides.*

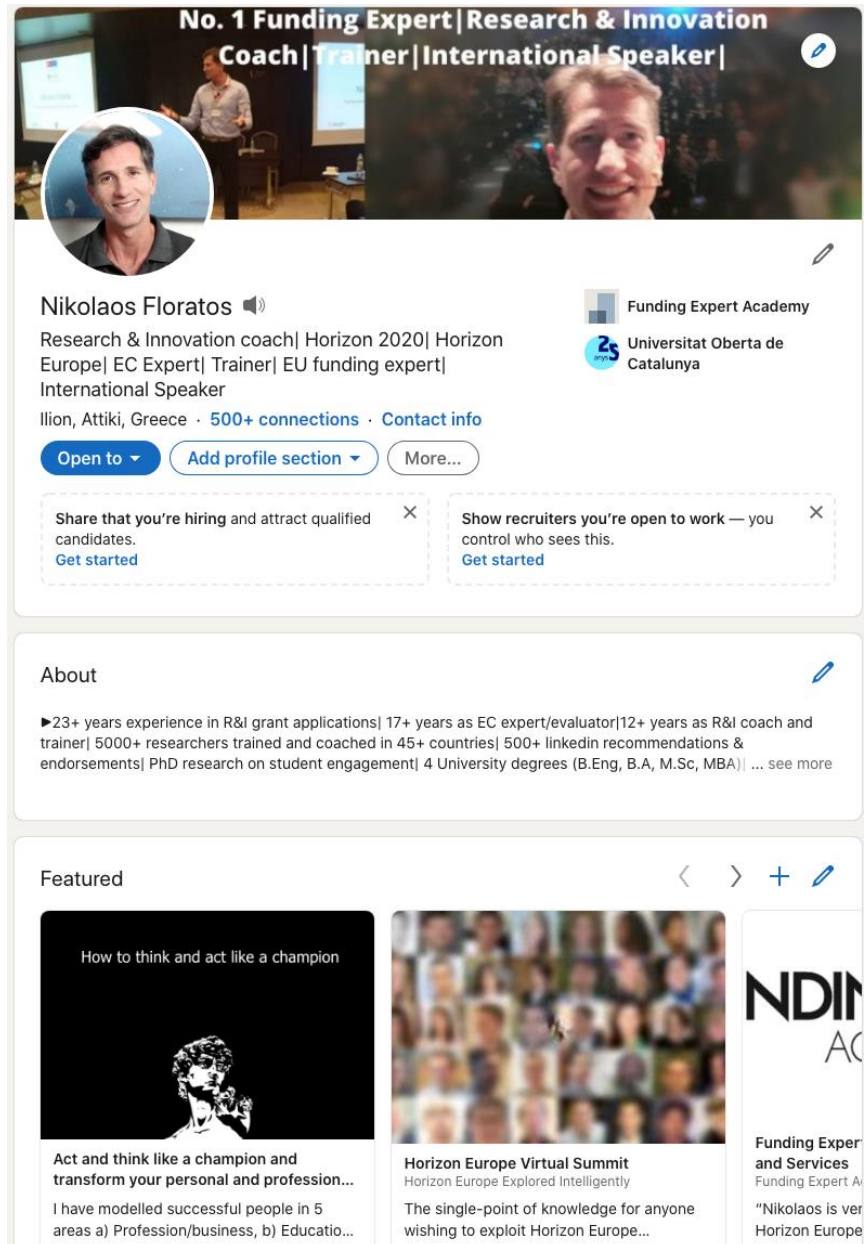- *However, even so, I guarantee to you an exciting journey, so welcome on board!*

Nikolaos FLORATOS

Who is Nikolaos Floratos

- **Founder** of Funding Expert Academy (www.fundingexpert.academy) with programmes that master individuals in EU funding programmes and advance successful **proposal developers** across Europe

- **Active** in european funding industry since 1997 (**27+ years**)

- **EC** expert/evaluator since 2003 (**21+ years**)

- **Trained and coached hundreds** of organisations and thousands of professionals on exploiting successfully EU funds and advancing their sustainability

- Globally **recognised** as one of the **most influential** and **inspiring speakers (**also speaker at United Nations Headquarters in New York) and **trainers** in European research with hundreds of speeches and trainings in 30+ countries including overseas

- Member of EBAN – European Business Angel Network

- **2000+** linkedin recommendations and endorsements as R&I Coach and trainer at https://www.linkedin.com/in/floratos/

- Organiser and host of the Horizon Europe virtual summit (www.horizoneuropesummit.eu/) with training sessions by 35 top experts in Horizon Europe topics

- **Multidisciplinary** educational background with **four university** degrees (B.Eng, BA, M.Sc, MBA)

- Passionate with training and evangelist of "**Anyone** can achieve **anything** with the proper training & coaching"

- **Phd** in student **engagement** and **online courses**

- **Master in decomposing complex concepts** into easily to understand and apply step-by-step recipes

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- www.NikolaosFloratos.com
- www.fundingexpert.academy

Quick Route de Table

Please introduce

- Your name
- Your Role
- Your expectations from the course

Course Structure

- Part 1: Intelligence on Horizon info

- How to exploit critical information in Horizon for supporting the development of successful Horizon grant applications
- How to think and act like an evaluator for giving fruitful feedback to Horizon grant applications

- Part 2: Excellence & Implementation Intelligence

- The most essential elements in the Excellence section
- The most essential elements in the Excellence section

- Part 3: Impact Intelligence

- The most essential elements in the Impact section

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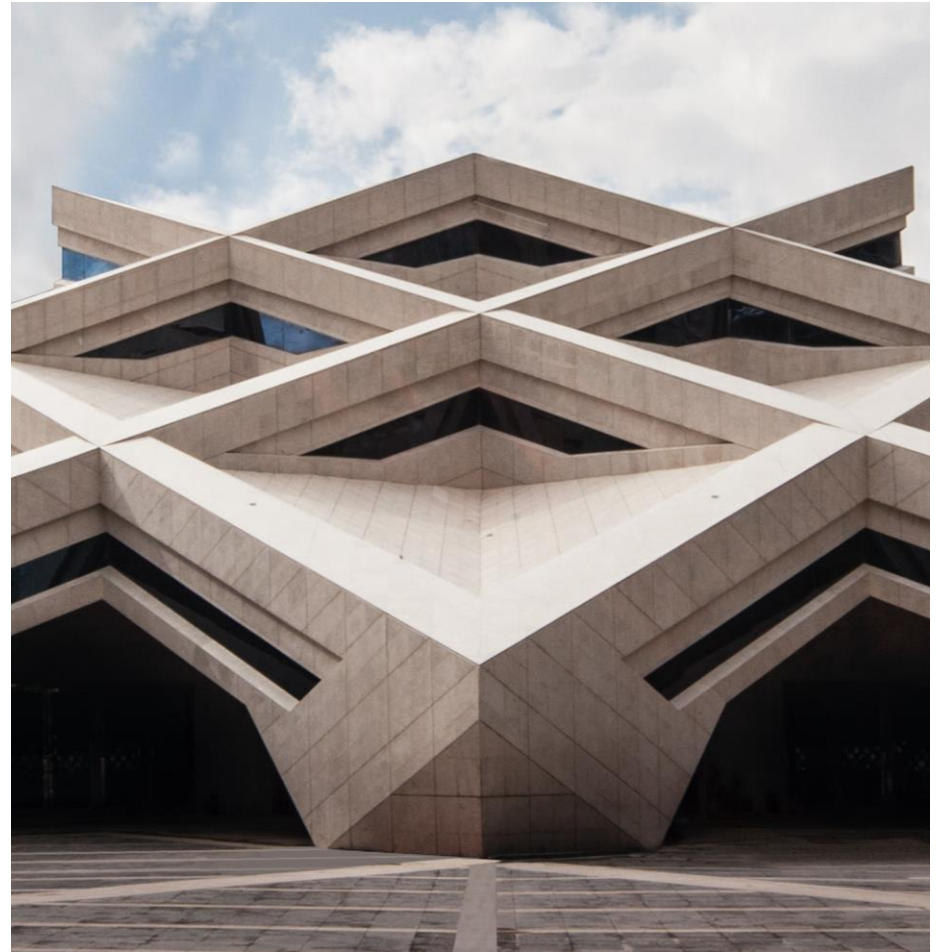
The recipe for a "great meal"

How a winning Horizon proposal should be developed

From Struggle

To Success

Step 1 — How to identify and exploit critical information related to HEU

Step 2 — Essential elements for Excellence & Implementatipn

Step 3 — Essential elements for Impact

Horizon Europe INTELLIGENCE ™

Excellence & Implementation INTELLIGENCE™
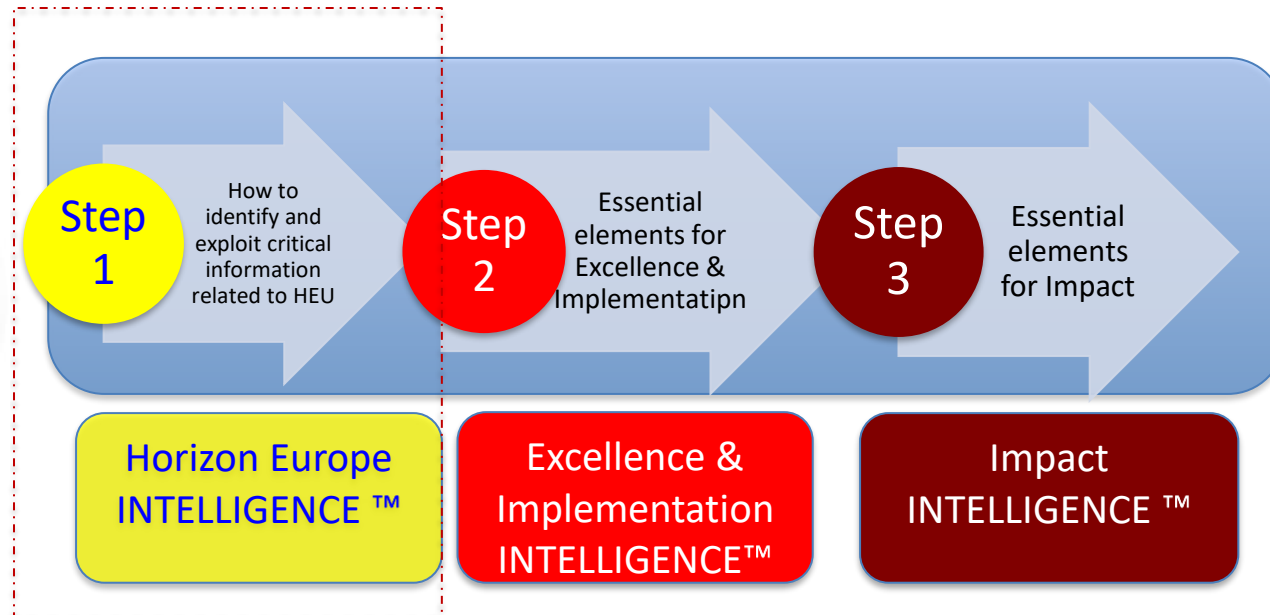
Impact INTELLIGENCE ™

Part 1: Horizon info Intelligence

Understanding the maturity level of an Horizon solution

Preliminary Horizon Europe Structure

Pillar I
Excellent Science

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

Pillar II
Global Challenges and European Industrial Competitiveness

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

Joint Research Centre

Pillar III
Innovative Europe

- European Innovation Council
- European innovation ecosystems
- European Institute of Innovation and Technology

Widening Participation and Strengthening the European Research Area

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

Source: EC

Horizon Europe Pillar 2 Clusters and TRLs

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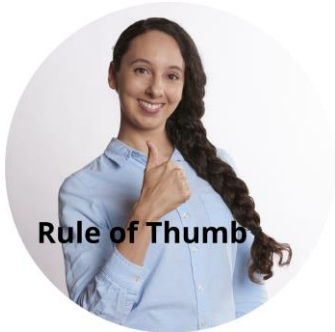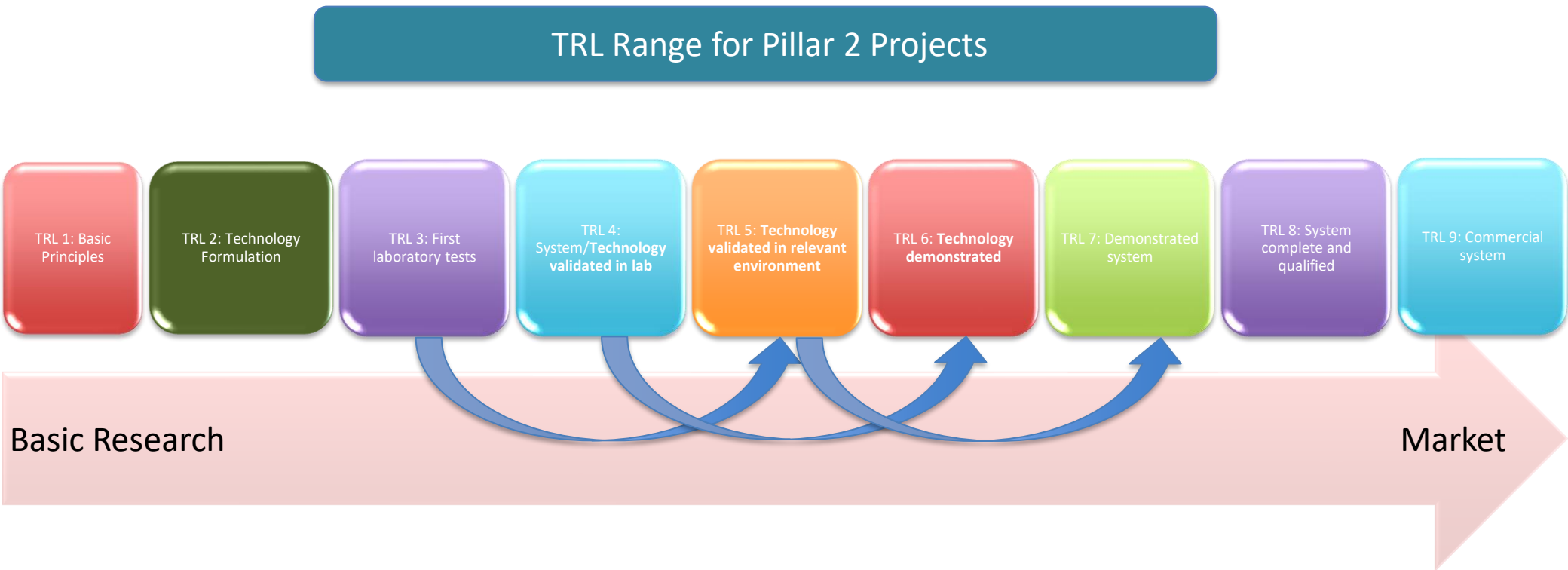
Societal Readiness Levels

You may wish to consider **Societal Readiness Levels also**,i.e. how mature is a solution/finding so that to be integrated into society and achieve the expected impact, more at Source

1. *SRL 1 – **identification of the generic societal need and associated readiness** aspects problem and identifying societal readiness*
2. *SRL 2 – **formulation of proposed solution concept and potential impacts**; appraisal of societal readiness issues; identification of relevant stakeholders for the development of the solution*

3. *SRL 3 – **initial sharing of the proposed solution with relevant stakeholders** (e.g. through visual mock-ups); a limited group of the society **knows** the solution or similar initiatives*
4. *SRL 4 – **Solution validated through pilot testing in controlled environments** to substantiate proposed impacts and societal readiness; a limited group of the society tests the solution or similar initiatives*
5. *SRL 5 – **Solution validated through pilot testing in real or realistic environments** and by relevant stakeholders; the society knows the solution or similar initiatives but is not aware of their benefits*
6. *SRL 6 – **Solution demonstrated in real world environments** and in co-operation with relevant stakeholders to gain feedback on potential impacts, the society knows the solution or similar initiatives and awareness of their benefits*

7. *SRL 7 – **Refinement of the solution and, if needed, retesting** in real world environments with relevant stakeholders; the society is completely and qualified; society is ready to adopt the solution and have used similar solutions on the market*
8. *SRL 8 – **Targeted solution, as well as a plan for societal adaptation, complete and qualified**; society is ready to adopt the solution and have used similar solutions on the market or in the society*
9. *SRL 9 – **actual project solution(s) proven in relevant societal environment** after launch on the market; the society is using the solution available on the market*

SRLs 1-2 reflect the growing awareness of a RTD team about SRLs

SRLs 3-6 are concerned with the continuously extended inclusion of societal stakeholders in the testing, validation and demonstration phases of the R&I outputs

SRL 7 a prototype complete and accepted by society

SRLs 8-9 belong the pre-market and market launch of the solution applicable also for non-commercial, publicly available solutions

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Intelligence related to Impact in Horizon Europe

Clarifying key concepts in Horizon Europe
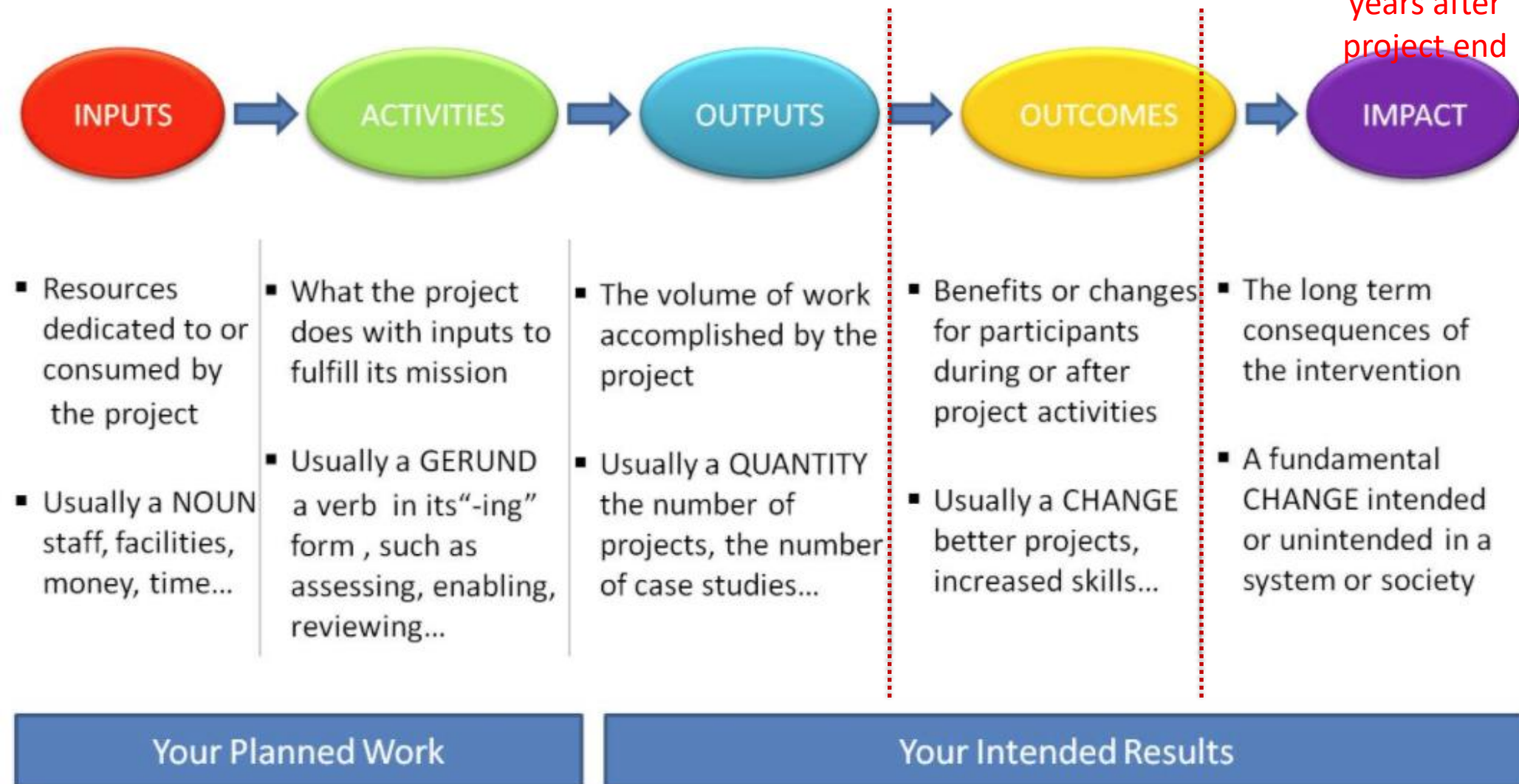
Source: Nixor/Kellog Logic Model

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Article 26 and Data Sheet from MGA

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

Such evaluations may be started during implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiaries and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 2

Audits (up to X years after final payment): 2

Extension of audit findings from other grants to this grant (no later than X years after final payment): 2

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Difference between Dissemination, Exploitation and Communication (DEC)

- **Dissemination**: Promotion and Raising awareness about **project results**

- **Exploitation**: Use of the **project results**

- **Dissemination & Exploitation Measures**: Strategy/plan based on promoting and raising awareness about **project results** and advancing their use by the stakeholders and related end-users

- **Communication**: Promotion and Raising awareness about the **project public info** (project info, expectations, achievements, activities, etc)

- **Communication measures**: Strategy/plan for raising awareness about the **project** to all targeted groups **plus to general public**.

Intelligence behind Horizon Call Topic Types

B-U, T-D

What is **Bottom-Up or Top-Down** call topic?

- Project ideas are either based on **bottom-up** call topics, i.e.
  - <u>open</u> and
  - <u>proposer</u>-driven
- or Project ideas are based on **top-down** call topics, i.e. EC **already** prescribes:
  - <u>Key challenges</u>
  - <u>Key Objectives</u>
  - <u>Expected approach/multidisciplinarity</u>
  - <u>Expected Outcomes (short term benefits)</u>
  - <u>Expected Impacts (Long-term benefits)</u>

Preliminary Horizon Europe Structure

B-U Calls

T-D Calls

B-U Calls

Pillar I
Excellent Science

European Research Council

Marie Skłodowska-Curie Actions

Research Infrastructures

Pillar II
Global Challenges and European Industrial Competitiveness

Clusters
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Widening Participation and Strengthening the European Research Area

Widening participation and spreading excellence

Reforming and Enhancing the European R&I system

B-U Calls

T-D Calls

Source: EC

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How evaluators/EC experts evaluate

Proposal Structure to be evaluated

Part A (Web-based forms)

- Administrative Data
- Specific Structure
- Eligibility Evaluation
- Done internally by European Commission/Funding Authority
- Partner's description
- Ethics

Checked for Eligibility by EC

Part B (Narrative Part) uploaded as PDF

- Technical Description of the approach
- Limited in size (characters, words or pages)
- Specific Structure
- Evaluated by external experts
- Only eligible proposal are evaluated
- Quality evaluation based on specific evaluation criteria

It is evaluated by EC experts based on specific criteria

Evaluation Process

1. Individual Evaluation

- 3 experts mark and comment on the proposal quality on their own
- o/p:3 Evaluation Forms
- Estimated time: 1.5 hours – 0.5 day
- Mainly remotely

2. Consensus Meeting

- The 3 experts, the EC officer and 1 expert
- Aim to agree on common marks and comments
- Mainly with physical presence duration 1.5h
- O/p: One evaluation summary report agreed by the 3 experts
- N.B.: If no agreement, two more experts involved in step 1 and all participate in step 2

3. Panel Meeting

- All/representation of experts, EC officers, head of unit
- Decide on the final ranking of all proposals based on the marks and comments from the consensus meetings
- Need to read in advance ESRs and proposal content of ones in the border to be funded or not
- 0/p: Final ranking of all proposals

Interpretation of the scores

0
- The proposal **fails to address the criterion** or cannot be assessed due to missing or incomplete information (very rare)

1
- <u>Poor</u>. The criterion is <u>**inadequately addressed**</u>, or there are **serious inherent weaknesses**

2
- <u>Fair</u>. The proposal <u>broadly</u> addresses the criterion, but there are **significant weaknesses**

3
- <u>Good</u>. The proposal addresses the criterion **well**, but **a number of shortcomings** are present

4
- **Very Good**. The proposal <u>addresses</u> the criterion **very well**, <u>but</u> **a small number** of shortcomings are **present**

5
- <u>Excellent</u>. The proposal <u>successfully</u> addresses **all relevant aspects of the criterion**. Any shortcomings are **<u>minor</u>**

NB: Each of the 3 criteria can receive a mark from 0 to 5 and half marks are allowed.
The threshold for individual criteria is 3. The overall threshold, applying to the sum of the three individual scores, is 10. However, in practice **accepted European R&I proposals have around <u>14</u> or above total mark!**

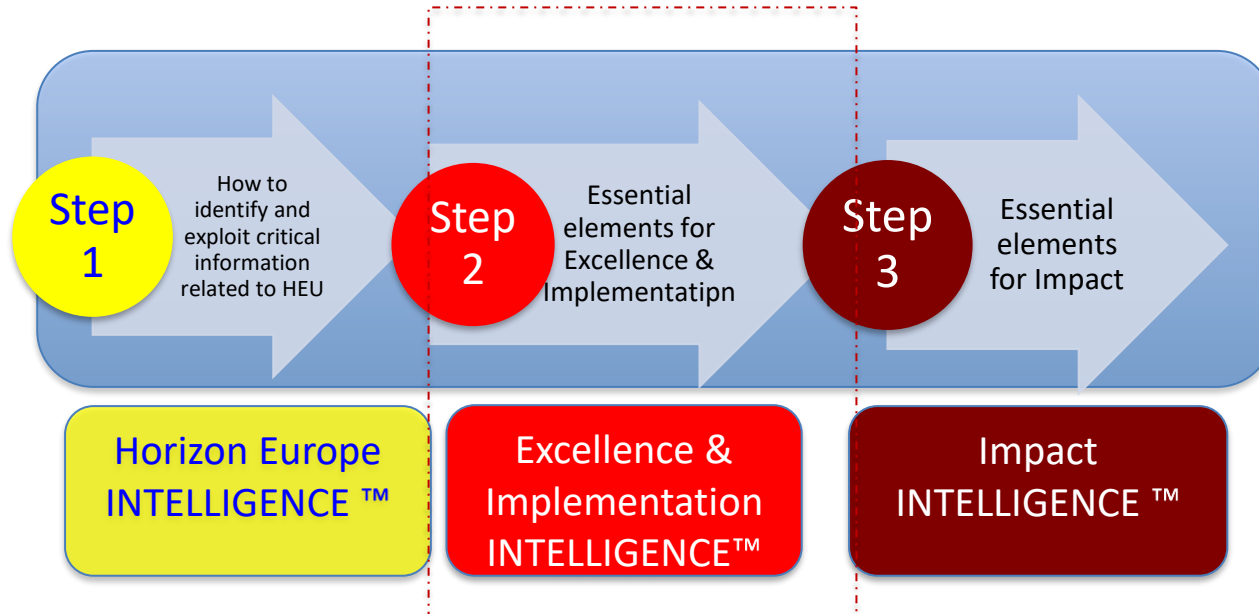© Nikolaos Floratos, Fundingexpert.academy

Ranking criteria for ex aequo proposals

By order of priority

1. **Aspects** of the call that have **not** otherwise been **covered** by more highly ranked proposals (e.g. EIs or EOs)

2. Scores on '**Excellence**" then on "**Impact**" (for IAs, scores on "Impact" then "Excellence"

3. **Gender Balance** among personnel named in the proposal who will be primarily responsible for carrying out the research and/or innovation activities, and who are included in the researchers table in the proposal

4. Geographical diversity

5. …

Source: EC

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Excellence Intelligence

How the Excellence section should be built

Guidance on the Excellence Section

Restructured RIA/IA Excellence section structure

1. Excellence

1.1 Objectives and ambition ~4 pages

    1.1.1 Objectives

    1.1.2 State of the Art

    1.1.3 TRL

1.2 Methodology ~15 pages

    1.2.1 Overall methodology to achieve objectives (~10 pages)

    1.2.2 Contributions to national/international R&I activities (1 page)

    1.2.3 Interdisciplinary approach (0.5 page)

    1.2.4 Integration with SSH (0.5 page)

    1.2.5 Gender dimension (1 page)

    1.2.6 Contributions to open science

    1.2.7 Preliminary Data Management Plan (1 page max)

- *Start with the key challenges and then provide the objectives as the solutions to those challenges/problems.*
- *Ensure that objectives are relevant to the call topic*
- *Use KPIs to ensure that objectives are measurable & verifiable*
- *Highligh also why the proposed consortium is the most appropriate one for achieving the proposed objectives (e.g. with a a statement/visual graph on the number of publications in the topic)*

For each project objective ensure the following

a) *Related Challenges/Opportunities:*

b) *Relevance:*

c) *Approach/How:*

d) *Expected Result(s):*

e) *KPIs/How well:*

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Tangible **C**hallenges and **O**bjectives

EU/Global Challenges	Project Solution/Specific Objective	Key Performance Indicator
Number of people with Alzheimer is approximately 10.5 million in Europe costing currently €1.83 trillion. Projections are alarming, i.e. by 2030 patients are expected to get to 13.4 million and to 18.7 million by 2050.	To advance the knowledge on what causes Alzheimer disease via the collection of scattered data on Alzheimer cases and development of data processing algorithm to improve the analysis of the collected data	At least 10,000 Alzheimer cases will be examined from related health databases (e.g. AlzBiomarker, AlzGene, AlzPedia, AlzRisk, Antibodies, Brain Banks, HEX, Mutations, Research Models, Protocols, Therapeutics.
Same as above	Link identified causes with possible solutions by analysing applied treatment practices and development of simulation models	As above

Specific objectives should SMARTI: <u>S</u>pecific, <u>M</u>easurable, <u>A</u>chievable, <u>R</u>ealistic,<u>T</u>ime bound, <u>I</u>nnovative …

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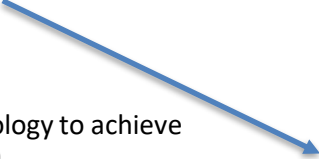
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- *Link EACH of the proposed objectives above with detailed state of art analysis to justify the current limitations.*

- *Focus on why each of the proposed objectives hasn't been developed so far by others (e.g. due to lack of knowledge, resources, due to recent developments or discoveries)*

- *Indicate also here a) any other initiatives (e.g. from already related funded R&I projects that) that you plan to use their knowledge/results, b) how you are going to use those results and c) any links with each of those initiatives (e.g. any partners from those initiatives, currently present in the proposed project consortium, any agreement to use project results, any communication with the projects'coordinator or with other partners*

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- Indicate where the proposed work is situated in the spectrum from "idea to application/use" (especially for SHH), and/or from "Lab to market" especially for technological projects

- State here any previous work that the consortium as a whole or specific partners have done in order to reach the current R&I maturity (i.e the starting point for your results)

- Indicate the expected R&I maturity by the end of the project and describe in more detail what will be the expected status per result by the project end

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Any sound methodology for achieving each of the Project objectives includes normally elaboration on

√   *Challenges to be addressed for achieving the expected objectives and outputs*
√   *Data Collection methods to be used*
√   *Sampling systems to be used*
√   *Simulations to be carried out (if any)*
√   *Any pilot sites for small- or large-scale validation*
√   *Any resources as input (background knowledge, results from previous/other projects, recent discoveries, and existing infrastructure)*
√   *Experience on similar approach applied in other such ambitious initiatives*
√   *Means of verification of key intermediate goals*
√   *A visual project research design*
√   *Any special provisions (e.g., access to specialized equipment and repositories, or access to specific target groups, etc)*
√   *Involvement of the whole value chain players including policy advisors and policy makers*

Your methodology should consider all of the following aspects
√   *interdisciplinary aspects,*
√   *if applicable any integration with SSH (at least scientific, economic and societal impact assessment via the application of Live Cycle Assessments*
√   *user-participatory research as well as early and continuous involvement of end-users during the whole research cycle (research analysis, design, development, integration, validation)*
√   *Agile approach with continuous evolvement of small but whole research cycles*
√   *The gender aspects*
√   *Ethical and privacy of personal data*
    and contribution to open science

For the approach structure, you can apply for a start the following rules:
√   *For each research and Innovation objective, you can have one workpackage (ie. One WP/RIO)*
√   *All the Business and market related ones as well as the social and political objectives can be included in the Dissemination and Exploitation workpackage.*
√   *Lastly, you can have one Work package as Project Management for supporting all the work packages above (including D&E)*

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Credible **Approach** with expected concrete **Results**

Project <u>objectives</u>	Current obstacles to achieve objective	Related Workpackages/ activities	Necessary <u>Resources</u> and Expertise	Expected Projects <u>Results</u>

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- *Indicate here any R&I Activities and related results initiated by actors inside/outside the consortium that the project expects to contribute or will be used by the project and specify how to contribute, e.g.:Special licensing, user agreement, service agreements*

- *An example of such contribution is new records to a health data repository*

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Outline here any interdisciplinary aspects such as integration of:

    √ *Knowledge,theories, concepts, data and techniques from 2 or more scientific disciplines*

    √ *Non academic and non-formalised knowledge (such knowledge may come via engagement of relevant stakeholders and societal actors (end-users, user-groups, etc)*

NO NEED TO REPEAT AND OMMIT THIS SECTION IF ALREADY INCLUDED IN 1.2.1

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Consider at least Life Cycle assessment (Environmental LCA, Societal LCA, LCC-Life Cycle Costing or Cost Benefit Analysis/CBA) for measuring the expected scientific, societal or economic impact. Other SSH consideration could be

    √ *psychologists/sociologists for the adoption of the project results*

    √ *Ethics experts for personal data protection*

NO NEED TO REPEAT AND OMMIT THIS SECTION IF ALREADY INCLUDED IN 1.2.1

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Consider whether a specific gender is affected more significantly by a) the current problematic situation and show how you consider that in your approach for providing solutions/achieving the project objectives and b) the project expected solutions/objectives

NO NEED TO REPEAT AND OMMIT THIS SECTION IF ALREADY INCLUDED IN 1.2.1

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- *Highlight open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the project lifecycle.*

- *Include early and open sharing of research (for example through preregistration, registered reports, preprints, or crowd-sourcing);*

- *Consider measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows);*

- *Endorse participation in open peer-review;*

- *Involve all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).*

- *Highlight the expected benefits from our open science approach such as*

  - *Lead to new and unanticipated discoveries and provide research material for those with little or no funding (Researchers or SMEs)*

  - *Advance transparency and credibility of research results*

  - *Stimulate new types of thinking as researchers especially outside the project can develop new understandings by bringing together data from a variety of sources*

NO NEED TO REPEAT AND OMMIT THIS SECTION IF ALREADY INCLUDED IN 1.2.1

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Guidance on the Excellence Section

Restructured RIA/IA Excellence section structure

1. Excellence

1.1 Objectives and ambition ~4 pages

    1.1.1 Objectives

    1.1.2 State of the Art

    1.1.3 TRL

1.2 Methodology ~15 pages

    1.2.1 Overall methodology to achieve objectives (~10 pages)

    1.2.2 Contributions to national/international R&I activities (1 page)

    1.2.3 Interdisciplinary approach (0.5 page)

    1.2.4 Integration with SSH (0.5 page)

    1.2.5 Gender dimension (1 page)

    1.2.6 Contributions to open science

    1.2.7 Preliminary Data Management Plan (1 page max)

Prepare a table to outline how you will manage each of the research data and research outputs (except publications). Your plan should include the following information

√   *What data to be generated/collected (e.g. experimental, observational, images, text, numerical) and their estimated size; if applicable, combination with, and provenance of, existing data)*

√   *The data file standard*

√   *Whom should be interested to use*

√   *How this data will be curated and shared for verification and re-use*

√   *When it will be available*

√   *Estimation of resources needed for curation and sharing*

√   *By whom – who will be responsible for curation and sharing*

√   *Data quality indicators such as for the data/research outputs their*

o   *Findability: Acceptance x no. of trusted repositories, x no. of visits per month*

o   *Accessibility: Provisions for access to any restricted data for verification purposes, x no. of downloads per month*

o   *Interoperability: e.g. in a format widely available such as in .csv format*

o   *Reusability: Availability of tools/software/processes for data generation, validation, interpretation and re-use e.g. E.g. Peer – reviewed document on the contents of the data with a complete specification of the experiment and its steps, and properly structure and annotate the data, thereby making data comprehensible.*

o   *Clean? E.g. 0 errors (such as wrong date formats, inconsistent abbreviations, capitalisation & spacing , scales, spelling errors etc) 0 duplicates and 0 redundant data (e.g. totals)*

Implementation Intelligence

How the Implementation Section should
be built and evaluated

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

3. Implementation

3.1 Workplan and Resources (~14 tables – including tables)

    3.1.1 Workplan overall structure

    3.1.2 Gantt chart

    3.1.3 Pert chart

    3.1.4 Detailed workpackage description

    3.1.5 List of deliverables and milestones

    3.1.6 Implementation risks and mitigation

    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

In this section you need to

1) describe briefly the overall Workpackage structure and the interrelations between the different workpackages (which output and from where goes as input and to where).

2) explain which workpackages contribute directly to EACH of the project objectives

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

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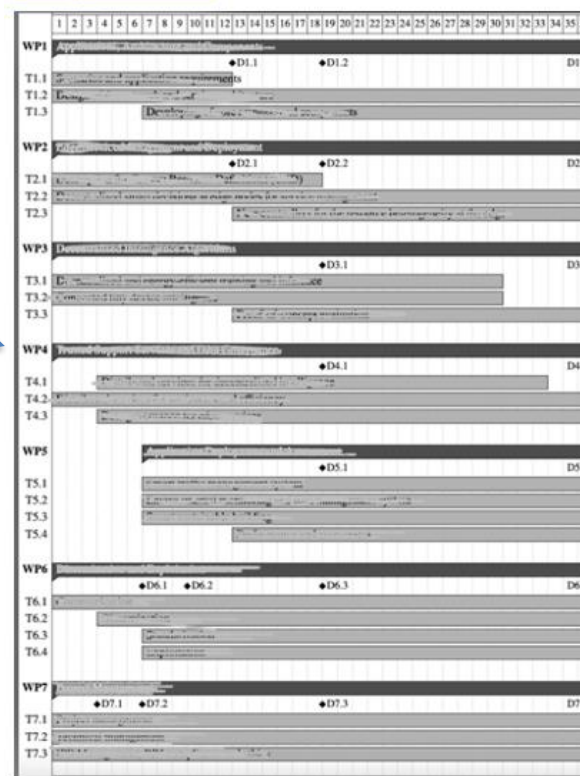
    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

In this section or in the one above, you prepare based on a Spreadsheet the visual representation across time of each of the project workpackages and tasks.
You can use a spreadsheet and have one month per column and in case the project has long duration then you use quarters per column. For easier understanding, you can use something similar to the example, where the tasks and workpackages are identified on the Gantt bars

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

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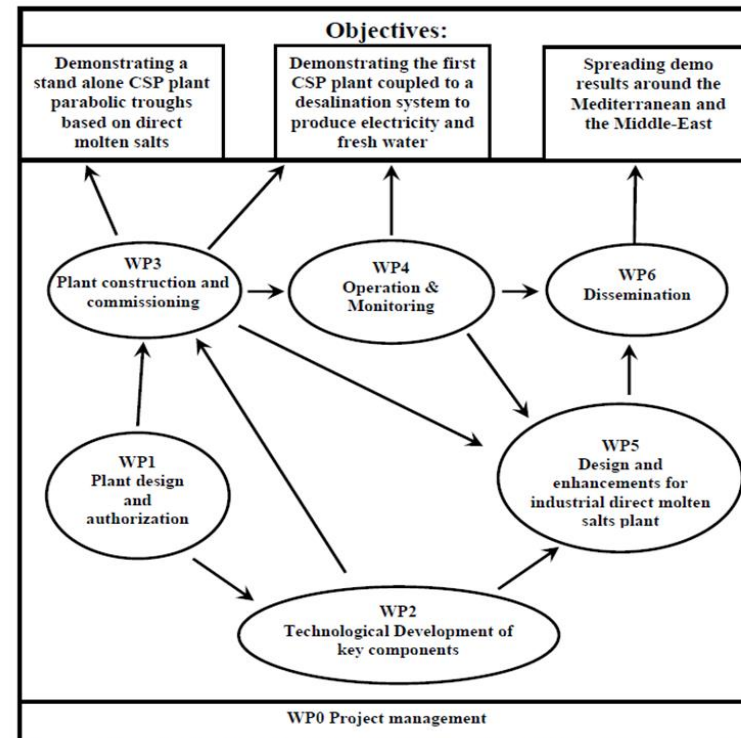v) Graphical presentation of the components (Pert Diagram)

Objectives:

Demonstrating a stand alone CSP plant parabolic troughs based on direct molten salts

Demonstrating the first CSP plant coupled to a desalination system to produce electricity and fresh water

Spreading demo results around the Mediterranean and the Middle-East

WP3 Plant construction and commissioning

WP4 Operation & Monitoring

WP6 Dissemination

WP1 Plant design and authorization

WP5 Design and enhancements for industrial direct molten salts plant

WP2 Technological Development of key components

WP0 Project management

Figure 1.7 — Pert diagram of the ARCHETYPE SW550 project showing the relations between the WPs

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

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In this section, it is better to use the new WP table description (version 4) that doesn't require so many details, so you may save some space. You can always ask your NCP.

In any case, please follow the following guidelines

- *Include distinct work packages on MANAGEMENT and DISSEMINATION.*
- *Not excessive number of workpackages, tasks and deliverables (ideally one per task).*
- *For every task identify a task leader and task supporters.*
- *No graphs in the work packages table.*
- *Avoid lengthy tasks*
- *Include partners roles in the task (short sentences)*
- *Deliverables*
- *Consistent with the work performed*
- *Timely Scheduled. Avoid high peaks (e.g. not all in M18)*
- *Provide short description*
- *Ensure that each workpackage is linked with milestones i.e. quantified indicators for monitoring its successful completion.*

The number of work packages should be proportionate to the scale and complexity of the project.

Measurable **A**ctivities

Phases	Main Project Activities	Milestones/Key performance indicators (Means of verification of achievements)
4	Validation of Prediction Model	Min 80% accuracy by prediction model at the end of phase 4

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

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In this section, use the provided tables 3.1c and 3.1d. However, for 3.1d in regards to means of verification for the successful achievement of the related milestones, please ensure that you provide quantified indicators for validating their successful completion

Bad examples given by EC in the horizon grant application template!

Table 3.1d: List of milestones

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

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

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

Examples of means of verification

- A laboratory prototype that is "up and running" **with min 80% prediction accuracy**

- Software released and validated **by min 100 end-users**

- Field survey complete **based on 250 interviewees**

- A "**passepartout**" milestone/means of verification that is applicable for all activities is "Acceptance of each of the deliverables in every workpackage by min 2 peer-reviewers"

Guidance on the Implementation Section

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    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

In this section, you need to identify for EACH workpackate those risks that may happen and jeopardise the successful completion of each workpackage.

EACH risk must be assessed via its likelihood (Higl/Low) and significance (High/Low). For any risk that has a high element, not only mitigation (proactive/preventive measures) to take place but contingency (reactive) measures to be suggested.

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    3.2.3 Industrial involvement for possible exploitation

- *In regards to resources, the following could be applied for the budget:*
- *~6% of the total funding could go to Project Management Activities*
- *~14% of the total funding could go to Dissemination, Exploitation, Communication and regulatory support activities*
- *70% of the total funding could go to Research Activities and 30% to Innovation Activities in RIAs and vice versa in IA*

Budget Calculation

- *Normally each workpackage leader should be drafting their Workpackage budget based on the effort and resources needed per partner*
- *Each partner should be familiar on the average person day or person month cost for each partner involved in their workpackage*
- *Alternatively, you can ask all partners to draft their own budget by respecting always the above golden rules and then Add up all costs (per category) declared from all partners. This will reveal what the total project budget has amounted to.*
- *If the total budget significantly exceeds the expected requested contribution, it is necessary to revisit the input from the workpackage leaders or partners and consult with them regarding the reduction of the budget. The budget cut could be surgical (per partner) or horizontal (be that it is mutually agreed on).*
- *Avoid allocating more than 30% of the overall budget to a single partner (Coordinator included)*
- *Avoid allocating more than 40% of the overall budget to a single country (all partners from the same country put together)*
- *The budget allocated for coordination and project management activities (mostly by the coordinator) should range between 5% to 6% of the overall budget. In the past, the bar was set at 7%, however today we know that the expectation of coordination costs is lower.*
- *Avoid allocating coordination and project management activities to other partners, except for dedicated management activities up to 0,5-1 pms*

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    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

- In this section, you list per objective and then more specific per each workpackage, the essential expertise and infrastructure that you need for implementing each WP successfully and you indicate those partners that have those via a table or narratively

- You consider also the associate partners and their expertise.

- Highlight any inter-disciplinary knowledge as well as any necessary Social sciences and Humanities knowledge present including also on humanities, open science, gender, ethics, etc.

In order to show also the geographical coverage based on the country of each direct and indirect partner (associate one) you can use also the mapchart.net and create a map of the countries you cover

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

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    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

- *Per partner, (direct or associate one), you need to specify their key role in the project, their related expertise and achievements, any key available resources (including specialized equipment and infrastructure) and in which WPs such expertise and resources are needed*

- *For every partner ask the question "Can our project be implemented without this partner? If yes, then do not include this partner!*

Guidance on the Implementation Section

Restructured RIA/IA Implementation structure

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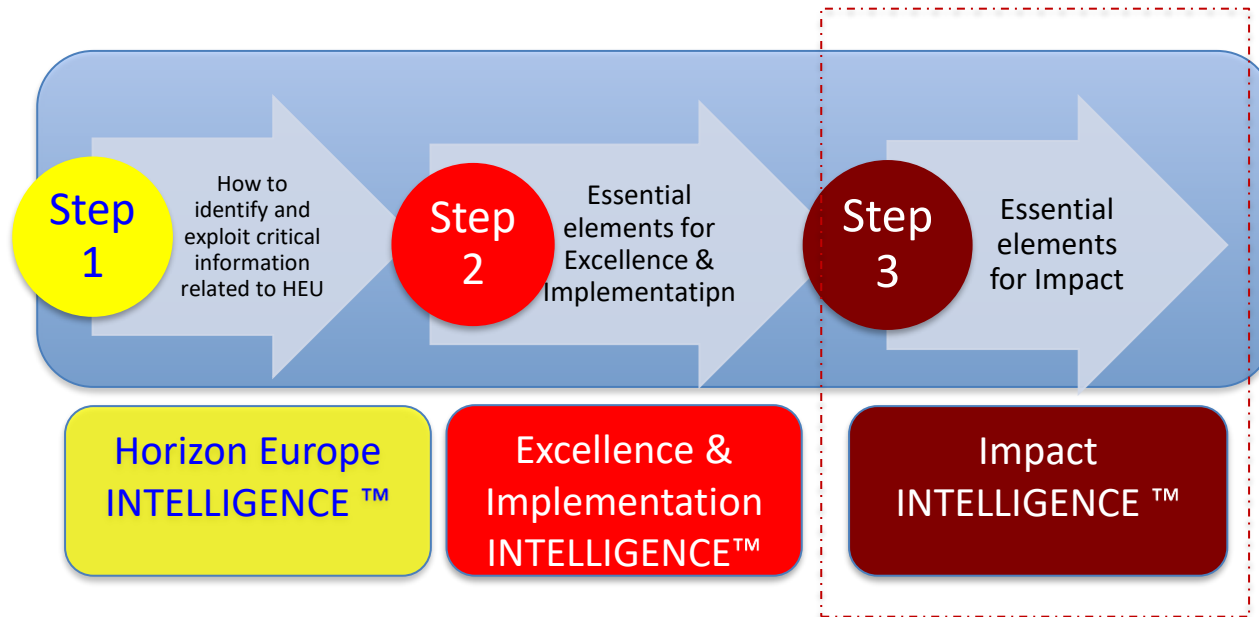   3.2.3 Industrial involvement for possible exploitation

- *As discussed already, this should have already been addressed in section 2.2. In any case, we need to ensure here or in 2.2. and refer to 2.2 that the project success is of paramount importance, and it is the priority for each of the consortium members and not only for industrial partners*

- *We could show for each partner (direct or associate) for which project results they are highly interested and how they expect to benefit from each project output.*

- *Overall, at least industrial players are on board committed during or after the project end to ensure further advancement and exploitation of project results.*

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How a winning Horizon proposal should be developed

From Struggle

To Success

Step 1	How to identify and exploit critical information related to HEU
Step 2	Essential elements for Excellence & Implementatipn
Step 3	Essential elements for Impact

Horizon Europe INTELLIGENCE ™

Excellence & Implementation INTELLIGENCE™

Impact INTELLIGENCE ™

Impact Intelligence

How the Impact section should be built and evaluated

Evaluation Guidance on the Impact Section

Restructured RIA/IA Impact section structure

2. Impact

2.1 Actions towards impact (4 pages)

 2.1.1 Actions to achieve expected outcomes (by duration end)

 2.1.2 Actions for wider Impact (from destination)

 2.1.3 Target Groups

 2.1.4 Barriers

2.2 Measures to maximise impact – DEC (- 5 pages)

 2.2.1 Dissemination & Exploitation Plan

 2.2.2 Communication Plan

 2.2.3 IPR Management

 2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

Expected outcomes are defined as the short-term benefits (i.e. By the PROJECT END) from your project results and they have already been specified in the call topic description. For EACH of the addressed expected outcomes, you need to

√ *explain which of your project results contributes to and why,*

√ *which target groups are expected to benefit,*

√ *how many per target group are expected to be reached by project end (Scale per Target group)*

√ *How much each target group is expected to benefit from the related project result and expected outcome*

Furthermore, it is more than welcome to specify similarly your expected outcomes within 5 years after the project end. *(see section below)*

Tangible short-term impacts (expected outcomes)

N o.	Expected Outcomes	Related Project results	Target groups	SRL	Scale/ Reach	Actions (How and When)	Significanc e/Success Indicators
1	Specific one from call topic (copy and paste)	R1, R2	Stakeholders impacted by expected outcomes	Societal Readines s Level by end of project	L/R/N/ E/I	How and when our project will achieve the expected outcome (by project end and also within 5y after project end)	How can someone confirm that expected outcome achieved
2		R3					
3							
…							

The project understands the **expected outcomes** (EOs) from the call topic as the **short-term benefits from the project results** that should be achieved **by the end of the project**. Furthermore, via its exploitation and dissemination strategy (See section 2.2.1), the project has set also clear targets **by the project end** and **up to 5 years after its end**[1].

Hence, in regards to EO1[2], the project will **develop**
- **Result 1 (R1):**
- **Result 2 (R2):**
- **Result 3 (R3):**

We will engage the following target groups (TGs) within WP8 with specific *values/reach* (*i.e. how many we will reach.*) within the project duration (during/by project end) and as explained above also up to 5 years after the project end. We provide also the expected targeted *significance* (*i.e. how much each target group is expected to benefit*) as well as their link with the related results.

- **TG1: Formal Educational institutes and especially universities**
  - **Link with Related Results**: R1, R2 and R3 are expected to be used by TG1
  - **Value/Reach during/by project end**: On average 10 universities per participating country (overall at least 150) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end**: Overall 600 formal educational institutes across Europe to use practices based on our R1, R2 and R3
  - **Significance**: TG1 expects to extend its portfolio of courses but also their relevance to the current political trends and consequently increase their educational capacity as well as their capacity to address new educational needs

- **TG2: Non-formal education organisations and especially grassroot sports clubs, life skills training centers and mentoring clubs**
  - **Link with Related Results**: R1, R2 and R3 are expected to be used by TG2
  - **Value/Reach during/by project end**: On average 10 such organisations per participating country (overall at least 150) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end**: Overall 600 non-formal educational institutes across Europe to use practices based on our R1, R2 and R3
  - **Significance**: TG2 expects to go beyond their traditional and limited educational focus and extend their practices based on principles that promote gender equality, disability inclusiveness, a culture of peace and non-violence, environmental awareness, appreciation of linguistic, ethnic, cultural and religious diversity

- **TG3: Youth associations non-political, non-governmental and non-profit ones**
  - **Link with Related Results**: TG3 is considered the final beneficiary of the training and educational activities (formal and non-formal ones) emerging from R1, R2 and R3
  - **Value/Reach during/by project end**: On average 20 such organisations per participating country (overall at least 300) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end**: Overall 1200 youth associations across Europe to participate in formal and non-formal educational activities based on R1, R2 and R3
  - **Significance**: TG3 expects to understand and respect fundamental human rights principles such as gender equality, disability inclusiveness, a culture of peace and non-violence, environmental awareness, appreciation of linguistic, ethnic, cultural and religious diversity

- **TG4: Associations of formal and non-formal educators and especially educators' unions**
  - **Link with Related Results**: TG4 is considered the key channel for R1, R2 and R3 reaching a wider spread of individual actors active in formal and non-formal education.
  - **Value/Reach during/by project end**: On average 5 such organisations per participating country (overall at least 60) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end**: Overall 300 educators' unions across Europe are expected to endorse R1, R2 and R3 and promote them within their individual educators members
  - **Significance**: TG4 expects to enhance their services to their educators members beyond the employment ones and create a more social face where political priorities are not limited to salaries and better working conditions but also understand and respect fundamental human rights principles such as gender equality, disability inclusiveness, a culture of peace and non-violence, environmental awareness, appreciation of linguistic, ethnic, cultural and religious diversity

- **TG5: Policy makers and especially ministries of education and members of CULT[3], FEMM[4] and DROI[5] committees/subcommittees of European Parliament**
  - **Link with Related Results**: TG5 is considered the key actor for R1, R2 and R3 or at least parts of them are integrated in the educational system of the European countries
  - **Value/Reach during/by project end**: The Ministry of Education from each participating country (overall at least 12) as well as the 3 identified committees/subcommittees of European Parliament
  - **Value/Reach within 5 years after project end**: Overall the Ministries of Educations from almost all EU Member States are expected to endorse R1, R2 and R3 and integrate at least parts of them in their educational systems with the support also of the European Parliament and their related committees.
  - **Significance**: TG5 expects to advance effective policies that deal with hot and emerging European societal issues such as migration, tolerance and understanding of ethnocultural and linguistic diversity, international solidarity and global citizenship, inequality, disability, hate speech, polarisation and extremisms, ethnicity/race, religion and gender.

- **TG6: Political parties and especially their youth branches**
  - **Link with Related Results**: TG6 is considered the key actor for R1, R2 and R3 or at least parts of them to be integrated as national policies and legislative documents
  - **Value/Reach during/by project end**: On average 5 such youth branches of political parties per participating country (overall at least 60).
  - **Value/Reach within 5 years after project end**: Overall 300 youth branches of political parties across Europe are expected to endorse R1, R2 and R3 and promote them within their political parties for the formulation of appropriate policies and legislative documents
  - **Significance**: TG6 expects to strengthen the voice of youth in politics and be considered as innovators for their mother parties and achieve effective influence.

- **TG7: Researchers active in political studies and/or educational practices**
  - **Link with Related Results**: R1, R2 and R3 can help TG7 to initiate new research pathways in political studies and educational studies
  - **Value/Reach during/by project end**: On around 2000 researchers across Europe and beyond.
  - **Value/Reach within 5 years after project end**: Overall 10000 researchers are expected to use and cite R1, R2 and R3 in their own research activities related to political studies and/or educational practices.
  - **Significance**: TG7 expects to find new research pathways in political studies and novel educational practices.

- **TG8: Media regulators and providers and their associations**
  - **Link with Related Results**: A press kit on ways mediating democratic values to youth based on R1, R2 and R3 will allow TG8 to engender diverse, plural and credible practices for providing information and opinion to the electorate.
  - **Value/Reach during/by project end**: On average 5 media regulators and providers and their associations per participating country (overall at least 60).
  - **Value/Reach within 5 years after project end**: Overall 300 such organisations across Europe are expected to use related press kit and material based on R1, R2 and R3 and promote their value.
  - **Significance**: TG8 expects to enhance their profile as a free, objective, skilled media and provide the information which the polity and electorate need in order to make responsible, informed decisions.

- **TG9: Students associations especially from Higher Education**
  - **Link with Related Results**: TG9 is considered the final beneficiary of the training and educational activities (formal and non-formal ones) emerging from R1, R2 and R3
  - **Value/Reach during/by project end**: On average 20 such organisations per participating country (overall at least 300) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end**: Overall 1200 student associations across Europe to participate in formal and non-formal educational activities based on R1, R2 and R3
  - **Significance**: TG9 expects to understand and respect fundamental human rights principles such as gender equality, disability inclusiveness, a culture of peace and non-violence, environmental awareness, appreciation of linguistic, ethnic, cultural and religious diversity.

- **TG10: Middle aged (35-55 years old) and senior citizens (above 55 years old) associations**
  - **Link with Related Results**: Although TG10 are not going to be part of the project's educational targets, we consider them as an essential group for fostering democratic values. They will be linked indirectly with the project and its results via an intergenerational dialogue with the young generation (TG3 and TG9) that are the direct beneficiaries of R1, R2 and R3.
  - **Value/Reach during/by project end**: On average 20 such organisations per participating country (overall at least 300) with more expectation from larger participating countries like from Germany, UK and France to participate in intergenerational dialogue with TG3 and TG9.
  - **Value/Reach within 5 years after project end**: Overall 1200 middle aged and seniors' associations across Europe to participate in intergenerational dialogue with TG3 and TG9.
  - **Significance**: TG10 but also TG3 and TG9 expect that demographic change (one of the key factors behind populist and extreme/radical political views) is not viewed only as a conflict and battle for resources between young and old but that the challenges it poses can also be understood as opportunities. This will help reduce inhibitions and prejudice between the groups and promote intergenerational respect and solidarity that are fundamental for the establishment of democratic values.

In regard to EO2[6], the project will develop the following results
- **Result 4 (R4):**
- **Result 5 (R5):**
And we expect to engage the **same targets groups as for EO1** (i.e. TG1-TG10) with same expected values/reach and significance by the end of the project and within 5 years after it.

In relation to EO3[7], the project will develop **Result 6 (R6):**
Similarly, we envision the **same targets groups as for EO1** (i.e. TG1-TG10) with same expected values/reach and significance by the end of the project and within 5 years after it.
A clear advantage of the project is that it has **already** involved representatives from each of the identified target groups either as **direct partners** or as **associate ones** (i.e. with a letter of support). Considering also that **democratic values supported by education is not only an EU issue** but actually a **European one** since such human rights values are currently violated with the Russian invasion to Ukraine, we plan through the Lviv Polytechnics National University that has provided us a **letter of support** to promote our results and the expected outcomes also to Ukraine.

Example on dealing with expected outcomes

Guidance on the Impact Section

Restructured RIA/IA Impact section structure

2. Impact

2.1 Actions towards impact (4 pages)

    2.1.1 Actions to achieve expected outcomes (by duration end)

    2.1.2 Actions for wider Impact (from destination)

    2.1.3 Target Groups

    2.1.4 Barriers

2.2 Measures to maximise impact – DEC (- 5 pages)

    2.2.1 Dissemination & Exploitation Plan

    2.2.2 Communication Plan

    2.2.3 IPR Management

2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

Wider impacts here refer to a) long-term benefits as well as to b) benefits outside the scope topic, i.e. mentioned in the workprogramme destination.

Therefore, in this section, you need to address the following:

    a) The expected achieved expected outcomes within 5 years after project end

    b) The targeted expected impacts from the destination within 5 years after project end

    c) [If applicable] Any other impacts that can be measurable and verifiable within 5 years after project end (e.g. other impacts to any SDGs, other scientific, societal and economic impacts, cross sectoral impacts such as to gender balance, open science, ethics, science education – only if measurable)

    d) Any other impacts to each partner – only measurable ones

As soon as the project finishes at a specific TRL and SRL, in order to achieve the wider impacts in most of the cases, you need to advance the TRL/SRL to 8 and then work on achieving the wider impacts. In that case you may have to outline also your actions after the project end for reaching TRL 8 or SRL 8. E.g.

    1. End of project (M48): TRL 6 – Fully functional prototype for testing in operational environment

    2. End (M48) +M12: TRL 8 - First Trials and bug fixing on the manufacturing process

Tangible long-term Impacts

No.	Expected Impacts	Target groups	Scale	Actions (How and When)	Success Indicators (Significance)
1 2 3	- Long term expected outcomes within 5 y -Specific one from WP Destination and related Orientation	*Stakeholders affected by expected impact*	*L/R/N/E/I (reach and target group indicators)*	*How and when our project will achieve the expected impact (latest 5 years after project end)*	How can someone confirm that expected impact achieved and how much is the benefit value
	Beyond the Expected Impacts				
…	*Any other scientific Impact (only if measurable)*				
…	Any other economic Impact *(only if measurable)*				
	Any other Social Impact *(only if measurable)*				
	Any other impact to SDGs (only if measurable)				
…	Cross-sectoral impact: i.e. related to RRI (Gender balance, open science, ethics, science education) - *(only if measurable)*				
	Impacts to each partner *(measurable)*	Each partner			

Example on how to address long-term impacts

Wider impacts are long-term benefits expected from the **project results**, and as it was explained in the previous section, we consider that these benefits should be achieved **within 5 years after the project ends**. However, in order for the project to contribute significantly to the single expected impact EI1 as it is outlined in Destination that our targeted call fits under, we will advance within 5 years after the end of the project the **Societal Readiness Level** of the project results and to lead towards a complete acceptance by society of all our six results (R1-R6).

In specific, by the end of the project, we expect our results (R1-R6) to be at SRL 6, i.e. Our results (R1-R6) have been demonstrated in real-world environments and in co-operation with relevant stakeholders have gained feedback on potential impacts, the society is aware of the project results and their benefits. **Within 5 years after project** end, we plan **to reach at least SRL 8** i.e. *our results R1-R6 are complete and qualified, and the society is ready to adopt them now*. For this, we plan to continue organising after project end a series of consultations with an increasingly large potential groups of citizens and project target groups (TG1-TG10) where they can comment on issues/criteria that are important to them. Consultations can be in the form of facilitated discussions and co-creation workshops where citizens and target groups (TG1-TG10) can present their concerns in an open-ended fashion. Potential questions to be raised along the process and addressed could be:

- Do results R1-R6 solve the identified problems by delivering the envisioned impact?
- Will the results R1-R6 be broadly accepted by society?
- What aspects of the results R1-R6 might hinder their societal acceptance, and do the results R1-R6 address these concerns?
- Are there any unforeseen societal consequences that are created by the results R1-R6?
- Do citizen and target groups (TG1-TG10) accept the results R1-R6 that are presented to them?

As long as we have a qualified and complete set of results (R1-R6) with at least SRL 8, we can **significantly contribute** to the single expected impact from destination within **5 years after the project end**. Specifically, regarding **Expected Impact 1**, we plan to measure the impact of our results R1-R6 by the end of the project when they have reached SRL6 but also within 5 years after its end when they have reached SRL 8. For this, we plan to apply as part of our methodology the Social Impact Assessment approach and measure based on our results the **enhancement of democratic governance practices** in respect to a) **the level increase** of accountability, transparency, effectiveness and trustworthiness of rule-of-law based institutions and policies and b) the expansion of active and inclusive citizenship that safeguards fundamental rights.

Overall, we foresee the initiation of a **European educational ecosystem for democratic** governance with the participation of **all target groups TG1-TG10** with same value/reach as **in 2.1.1 for EO1** within 5 years after project end. This European educational ecosystem will improve democratic governance as well as the active and inclusive participation of young people that respect fundamental rights.

Potential Barriers for achieving the targeted Expected Impact 1 and measures for overcoming them:

First of all, in order the Expected Impact 1 above to be achieved, all results (R1-R6) should reach SRL 8 within 5 years after project end based on the expected actions above and the **Societal Maturity Progress (SMP)** plan as part of WP8 (See WP8 description for more details on SMP).

Furthermore, the proper collaboration of all the stakeholders identified above (TG1, - TG10) **across Europe** should be achieved at the **targeted value and significance** (See section 2.1.1). A **European collaboration at such level** can only be achieved with the involvement of key players in each of the 10 target groups (TGs) in **each country in Europe**. Our advisory board with individuals from each of the 10 TGs will play a significant role but it will not be the only one. Furthermore, representatives from each Target Group (TG) that are already on board but also new ones will be engaged in the project via strong dissemination measures such as the organisation of workshops and think tank groups with the endorsement of the European Parliament and the support of the appropriate committees. All partners along with their network are committed for these initiatives to be successful and key player for this would be our **partner** ___ **a large NGO with a lot of activities in Human Rights and Education through their strong network and their office in Brussels**. Therefore, special focus will be given on the involvement and collaboration of **European actors with national members in each country in Europe** from each of the target groups (TG1-TG10) such as

- **ETG1-European Formal Education Associations (European TG1 with national members):** European Universities Associations, European University Alliances funded by Erasmus+, League of European Research Universities, European Vocational Training Association
- **ETG2-European non-formal Education Associations (European TG2 with national members):** ENGSO – European Sports NGO, European Association for the Education of Adults, Mentoring Europe,
- **ETG3-European Youth Associations (European TG3 with national members):** European Youth Association, European Youth Parliament, European Youth Forum, European Youth Foundation of CoE
- **ETG4-European Associations of formal and non-formal educators (European TG4 with national members):** The voice of the European Teachers, Association of teacher education in Europe- ATEE
- **ETG5-European Policy Makers (European TG5 with national members):** The Council of Europe, Assembly of European Regions, European Committee of the Regions, European Parliament Committees CULT, FEMM and DROI
- **ETG6-Youth wings of pan-European political parties (European TG6 with national members):** Youth wings of Alliance of Conservatives and Reformists in Europe member parties, Youth wings of green parties in Europe, Youth wings of Party of the European Left member parties, European Democrat Students, Democrat Youth Community of Europe, Young Democrats for Europe, European Christian Political Youth Network, European Network of Democratic Young Left, European Free Alliance Youth, Federation of Young European Greens, European Liberal Youth, Youth of the European People's Party, YCSU Young Democrats, Young European Socialists, Young Pirates of Europe
- **ETG7-European associations and linked conferences for actors active in political studies/educational practices (European TG7):** European Consortium for Political Research, International Public Policy Association (IPPA), Prague Populism Conference, Emotions, Populism, and Polarised Politics, Media, and Culture, EERA-European Education Research Association, ESREA European Society for Research on the Education of Adults, The World Association of Lesson Studies, INSEA-The International Society for Education though Art,
- **ETG8-European associations of media regulators and providers and their associations (European TG8 with national members):** ERGA- European Regulators Group for Audiovisual Media European Media Management Association – EMMA, European Magazine Media Association,
- **ETG9-European Students Associations (European TG9 with national members):** European Students Union, AEGEE-European Students Forum,
- **ETG10-European Associations of seniors and middle aged ones (European TG10 with national members):** AGE Platform, EURAG-The Voice of Seniors, European Citizens Association,

The project has formulated a robust dissemination, exploitation and communication (DEC) strategy (see section 2.2) for bringing the above European actors (ETG1-ETG10) onboard and coordinating their collaboration for establishing the expected impacts.

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    2.2.2 Communication Plan

    2.2.3 IPR Management

2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

In this section, you need to identify which target groups are expected to benefit and prioritirise them according to their significance (Interest and influence levels).

A) For identifying the project target groups answer the following questions:

- *Who has interest in our research?*
- *Who can contribute to our work?*
- *Who would be **interested** in learning about the project's findings?*
- *Who could or will be affected directly by research outcomes?*
- *Who are not directly involved, but could have **influence**?*
- *Is the audience well defined? E.g. not the "general public" but female citizens affected by […]" or not "decision makers" but "Europarliamentarians involved in the design of the new […] policy 2030"*
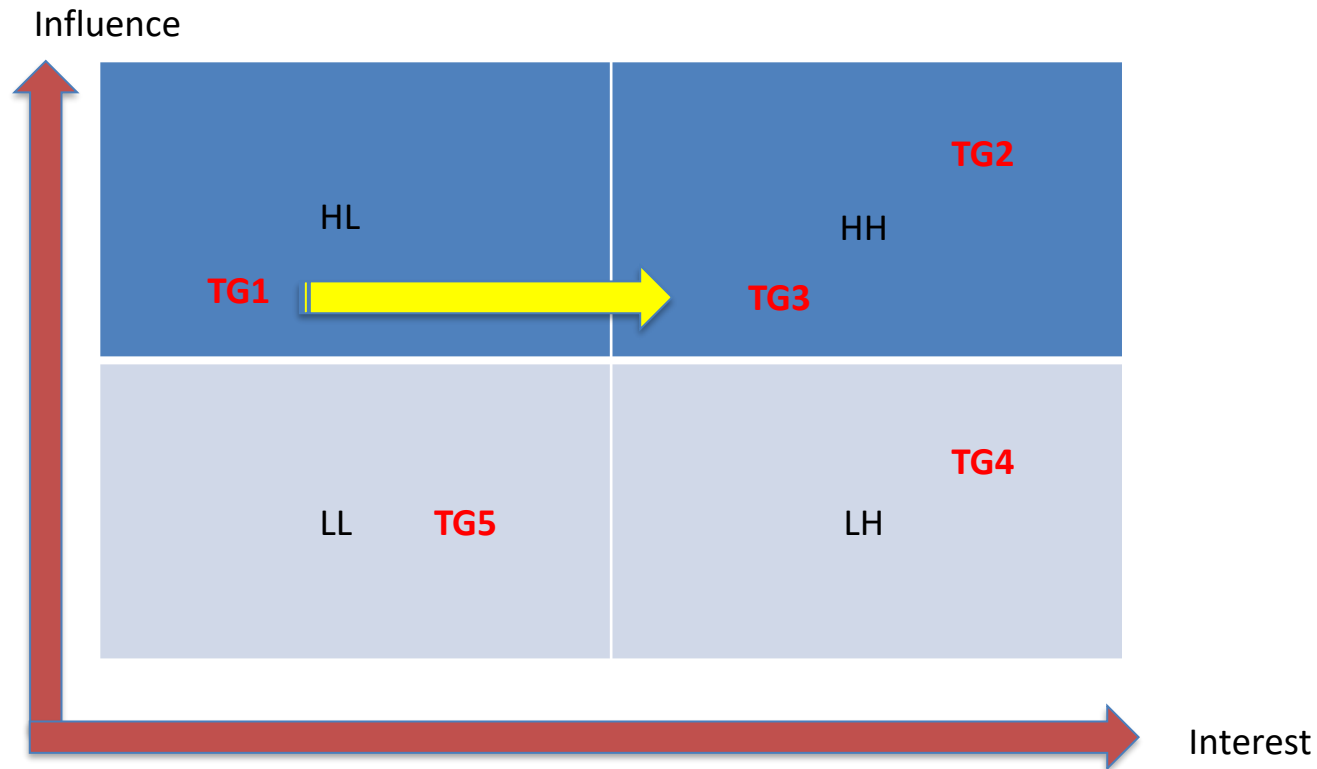
B) for each target group specify their interest and influence level (High-H or Low – L) i.e. How much they are interested in the project results and how much they are influenced by the project results

C) Also mention here any currently involved target groups, their size, their type and their expected role in the project

MOST LIKELY THIS SECTION WOULD HAVE ALREADY BEEN INCLUDED IN THE ABOVE 2.1.1 R 2.1.2, ELSE MAKE SURE YOU ELABORATE HERE ABOUT EACH OF THE TARGET GROUPS

Tangible Target Groups

Analyse and describe whom to prioritirise/focus and <u>why</u> based on the following table/analysis

Influence

TG2

HL

HH

TG1

TG3

TG4

LL   TG5

LH

Interest

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2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

In this section you need to identify possible barriers for achieving the expected outcomes and wider impacts at the given time. You either address them above within the related sections for actions for expected outcomes (2.1.1) and wider impacts (2.1.2) or in a separate section here.

In any case you need to go through the PESTEL list and identify any barriers that are applicable. Barriers are possible obstacles for achieving the expected outcomes and impacts and they are NOT risks that are possible obstacles for completing successfully each workpackage.

This section enhances the overall impression and the credibility of the strategy for achieving the expected impacts and is based on a PESTEL or (PEST) analysis Identifying barriers in the following areas:

- *Political (e.g. tax policy and trade & tariff controls, regulation/deregulation trends, levels of bureaucracy, likely changes in the political environment, etc)*

- *Economic (e.g. workforce considerations, financing of follow-up steps, market entry barriers, market fragmentation, competitors size, shortage of skills, likely changes in the economic environment, etc)*

- *Social (e.g. population growth rate and age profile, population health, education & social mobility, and attitudes to these, population employment patterns, job market freedom & attitudes to work, press attitudes, public opinion, social attitudes & social taboos, lifestyle choices and attitudes to these, socio-cultural changes such as reluctance to new methods & products, health consciousness, etc)*

- *Technological (e.g. emerging technologies and rate of technological change, standards, RTD activity by other actors, low degree of automation, patent conflicts, etc*

- *Environmental (e.g. climate change, demand for "green" products, environmental taxes, etc, and*

- *Legal (consumer legislation, discrimination legislation, employment legislation, Privacy & Personal data protection legislation, health and safety legislation, etc)*

THIS SECTION SHOULD HAVE ALREADY BEEN INCLUDED IN SECTIONS 2.1.1 AND 2.1.2, ELSE ELABORATE HERE.

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Example on Barriers from an Actual Proposal

Potential Barriers for achieving the four Expected Impacts and measures for overcoming them: First of all, in order all four expected impacts above to be achieved, both R1 and R2 results should reach TRL 8 first within 5 years after project end based on the expected industrialisation plan as part of WP8. Furthermore, the proper collaboration of all the stakeholders identified above (TG1, - TG7) across Europe should be achieved at the given value and significance. A European collaboration at such level can only be achieved with the involvement of key players in each of the 7 target groups (TGs) in each country in Europe. Our advisory board with individuals from each of the 7 TGs will play a significant role but it will not be the only one. Furthermore, representatives from each Target Group (TG) that are already on board but also new ones will be engaged in the project via strong dissemination measures such as the organisation of workshops and think tank groups with the endorsement of the European Parliament and the support of the appropriate committees. Therefore, special focus will be given on the involvement and collaboration of European actors such as

- **European Industry Associations in Manufacturing**: Industry4Europe, ERT- European Round Table of Industrialists, EUROCHAMBRES- Association of European Chambers of Commerce and Industry, CEFIC- European Chemical Industry Council,
- **European Industry Associations in Health**: EFPIA- European Federation of Pharmaceutical Industries and Associations, EuropaBio- European Association for Bioindustries, GIRP- European Healthcare Distribution Association, PGEU- Pharmaceutical Group of the European Union, European Society of Biomaterials
- **European Policy Makers**: Assembly of European Regions, European Committee of the Regions, Economic Policy Committee, European Parliament Committees ENVI and ITRE
- **European Consumer and patients Associations**: European Federation of Periodontology, European Consumer Association,

The project has formulated a robust dissemination, exploitation and communication (DEC) strategy (see section 2.2) for bringing the above European actors onboard and coordinating their collaboration for establishing the expected impacts.

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2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

Dissemination and Exploitation Plan focuses on your project results and is the strategy for promoting and raising awareness about the project results (dissemination) for advancing their use by the intended target groups (exploitation). [See difference in comparison with communication]

Based on the above definition, you need for EACH of your project results to describe

- ***IPR – Who** owns it (single or joint ownership, or open access/creative commons)*
- ***Who** is expected to use it and benefit from*
- ***How** you will convince each target group above to use the project result*
- ***Who** will be responsible to convince each target group to use the project result*
- ***How well: Exploitation targets,** i.e. how many per target country or region from each target group are expected to use the project result and by when (we can have here two time points, 1) by the end of the project and 2) within 5 years after project end*

It is strongly recommended to consider here as one of the project results something like policy recommendations (or at least standardization recommendations) so that you contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions

Where relevant, and for innovation actions, in particular, describe the measures for a plausible path to commercialise the innovations as soon as you reach TRL8/9.

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An example of D&E strategy from an actual proposal

2.2.1 → Dissemination and Exploitation Plan¶

By definition, **Dissemination and Exploitation Plan** focuses on our project results and is the strategy for promoting and raising awareness about the project results (dissemination) for advancing their use by the intended target groups (exploitation). [See difference in comparison with communication[. Based on this definition, for **each of project results**, we describe a) **For Whom**: Who is expected to use it and benefit at, b) **D&E Method**: How we will convince each target group above to use the project result, c) **By Whom**: Who will be responsible to convince each target group to use the project result, d) **How well/Exploitation Targets**: i.e. how many per target country or region from each target group are expected to use the project result e) **By When**: 1) by the end of the project and 2) within5 years after the project end.¶

Result 1 – R1: A multifunctional injectable hydrogel¶

For Whom: (See 2.1 for more details) TG1, TG2, TG3, TG4, TG5, TG6 with special emphasis also on related European key actors such as European Industry Associations in Manufacturing, 2) European Industry Associations in Health, 3) European Policy Makers, 4) European Consumer and patients Associations (See section 2.1)¶

D&E Methods: The above identified TGs will be engaged to use project result by raising awareness via project website, social media, e-newsletter, scientific publications in related scientific journals such as in *Biomaterials*, Journal of Periodontology, Journal of Oral Pathology and Medicine, organisation of workshops in scientific and industry conferences such as EUROPERIO, International Conference on Biomaterials and Biomedical Engineering, etc for attracting especially TG1, TG2, TG3 and TG 5 but also all the other TGs. Since also TG4, TG6 and TG7 are important as policy advisors and policy makers, the consortium will organise also at least 2 workshops in the European Parliament premises in Brussels for involving MEPs and especially members of the ENVI and ITRE committees but also representatives from European industry assocations in Manufacturing, in Health, other policy makers based in Brussels and also consumer and patient organisations.¶

By whom: All partners will be responsible especially with the coordination of CETRI as dissemination and exploitation expert. Also, the D&E methods will be supported by the industry associations already on board as indirect partners, such as the General Confederation of Italian Industry commonly known as Confindustria that has provided a letter of support.¶

How well/exploitation targets and by when:¶

  ☐ → **By the end of the project**, we expect to have engaged¶

  o → **700** startups/SMEs as **TG1**, ¶

  o → **2** pharmaceutical manufacturers as **TG2**¶

  o → **4** National Health Care Services from UK, Sweden, France and Italy as **TG3**¶

  o → **40** patients with severe periodontal disease as **TG4**¶

  o → **50** research organisation involved in chronic inflammatory to pro-healing as **TG5**¶

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2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

Communication Plan on the other hand focuses on the project public information (e.g. project details, project activities, project expectations, project achievements, etc) and is the strategy for promoting and raising awareness about the project overall and its public info.

Based on the above definition, you need for all the project public information (project details, project activities, project expectations, project achievements, etc) to describe

- *Who should know about the project with special attention to citizens and society*
- *Why each of the target groups above should know about the project*
- *How (Communication method) they could find out about the project – tools and channels*
- *Who will be responsible to apply the appropriate communication method*

How well – communication targets: How many per target group you expect to know about your project and by when, e.g. say up to the end of project

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Example of a communication strategy from an actual proposal

2.2.2 → Communication Plan¶

Communication Plan on the other hand focuses on **communicating the project public information** *(e.g project details, project activities, project expectations, project achievements, etc) and it is the strategy for promoting and raising awareness about the project overall and its public info.¶*

Based on the above definition, our communication plan outlines the following:¶

- → ***To Whom -*** *Who should know about the project public information (e.g project details, project activities, project expectations, project achievements, etc) with special attention to citizens and society:* In addition to Target Groups TG1-TG7 as they have been specified in 2.1 above, our project will consider one more Target Group in its communication strategy, that is the **general public as TG8.¶**

- → ***Why -*** *Why each of the target groups above should know about the project public information:* Further to our rationale and the benefits expected by TG1-TG7 such as access to novel knowledge and resources for developing new solutions based on Biomaterials for the health sector and beyond, we consider that TG8, i.e. the general public should get informed via M³HIGEL on innovative solutions for addressing periodontitis, in which periodontal tissues lost during the inflammatory process (bone, cementum, connective tissue, epithelium) can regenerate without the necessity for surgery, using hydrogels that can be injected into periodontal pockets. Such novel solution will fight also tooth decay and loss, negatively impacting nutrition, speech, aesthetics and therefore, social confidence and oral health-related quality of life.¶

- → ***How -*** *Which communication methods to be used for anyone finding out about the project public info– tools and channels:* For TG1-TG7, the same methods as in our dissemination and exploitation strategy will be used (see section 2.2.1).¶

  However, for the general public as TG8 **different promotion and raising awareness activities** will be engaged for ensuring their efficiency. More specifically, the project will use the **World Oral Health Day that is on 20ᵗʰ March every year** for inviting in an **open event prominent stakeholders** from the dental industry to discuss the role of innovation and technology in order everyone and especially consumers to understand the future of oral health. Furthermore, in cooperation with the World Oral Health Day Initiative will prepare various communication resources as support to anyone on whether organising an event or simply spreading the word among family and friends. All content will be free to use by everyone as long as it is used in its original form (no modifications allowed) and doesn't promote a product or a business (i.e. dental practice). A key message such as "Be Proud of your Mouth" will be integrated along with the M³HIGEL project info in various resources such as action toolkit, fact sheet, poster, press releases, social media and video resources and promoted to schools, science museums and on other public places.¶

- → ***By Whom -*** *Who will be responsible to apply the appropriate communication method:* The dissemination and exploitation leader CETRI with the support of all partners including the indirect ones that have provided a letter of support or participate as associate partners will be responsible for applying the suggested communication methods.¶

- → ***How well – communication goals and by when:*** *How many per target group you expect to know about your project and by when, e.g. say up to the end of project and within 5 years after project end:* The same goals as in dissemination and exploitation strategy for the TG1-TG7 are expected. In addition for TG8: the general public, we anticipate to raise awareness about the project and its achievements at 10,000 citizens by the end of the project and at around 100,000 citizens within 5 years after project end.¶

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2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

In this section, if not already addressed under the Dissemination and Exploitation Plan or the commercialization plan (if applicable) in 2.2.1, you need to specify for EACH project result, their ownership model – Who owns what AND under which conditions

IPR and Individual Exploitation Plans Table Example

Project Research Result	IPR management	IPR Owner	Exploitation plans
Project Result 1	e.g. patents, design rights, copyright, trade secrets, etc.,		e.g. creation of start-up to own result and advance further its TRL and reach eventually TRL9 for commercialisation
Project Result 2	Open access		e.g. promotion and raising awareness about this result for encouraging its use and exploitation by third parties

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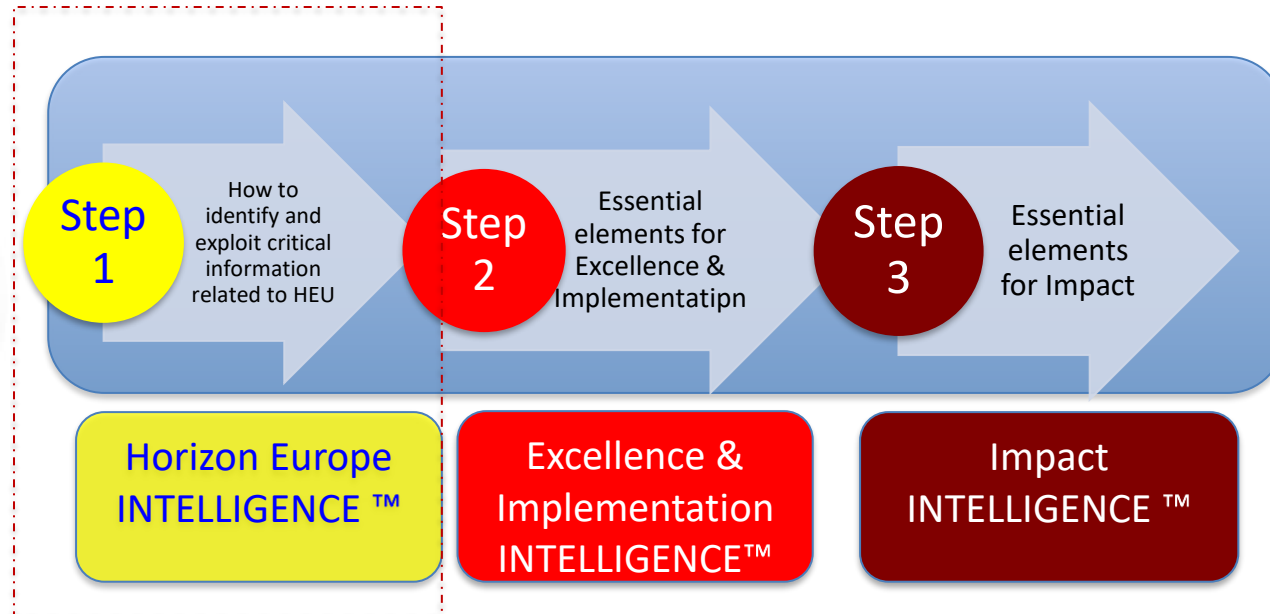
    2.2.3 IPR Management

2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

FOR ENSURING EASIER EDITING AND COMPATIBILITY, YOU CAN USE THE FOLLOWING STRUCTURE BY COPY AND PASTING YOUR BULLETS FROM SECTIONS 2.1 AND 2.2. THIS SECTION IS JUST A SUMMARY. NO NEED TO CREATE NEW INFORMATION HERE.

SPECIFIC NEEDS

EXPECTED RESULTS

DEC MEASURES

TARGET GROUPS

OUTCOMES

IMPACTS

How a winning Horizon proposal should be developed

From Struggle

To Success

Step 1 — How to identify and exploit critical information related to HEU

Step 2 — Essential elements for Excellence & Implementatipn

Step 3 — Essential elements for Impact

Horizon Europe INTELLIGENCE ™

Excellence & Implementation INTELLIGENCE™

Impact INTELLIGENCE ™

Congratulations!

You did it! You are familiar now with the recipe for building successful Horizon proposals

Part 4: Applied Knowledge is power

Knowledge is not power, <u>applied knowledge</u> is

Practice and apply what you learned in class as homework, e.g.

Option 1: Match given tangible templates/examples

Option 2: Prepare a word-document based on the application template and provide guidance on how each section should be build

Option 3: Select a project of your choice and prepare a strategy for dealing with the related expected outcomes and impacts

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