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Horizon Europe Kayseri General Introductory Training

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Kayseri





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and the Republic of Türkiye



From Idea to Impact in Research and Innovation Horizon Europe Introductory Workshop

Nikolaos FLORATOS
Sr. Training & Mentoring Expert

“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

Course Structure

09:00–09:30 — Networking (hosted)

Meet peers, map expectations; gather call topics of interest

09:30–11:15 — Module 1: Horizon Europe Intelligence

Goal: Choose the right opportunity for you and your organisation.

Specific topics & activities:

- The Horizon Europe landscape
- Finding “the right fit”: decode a live call page; extract the Key Challenge/Purpose; success criteria checklist
- Budgeting tips

11:15–11:30 — Coffee/Tea Break

11:30–13:00 — Module 2: Understand the full Proposal Development Cycle of an Horizon Europe Proposal (I.C.R.E.A.T.E.S. formula)

Goal: Understand how (the steps) a proposal is built

Specific topics & activities:

- Develop proposal from the idea to the submit

13:00–13:45 — Lunch

13:45–15:30 — Module 3: Impress the evaluators with the C.R.I.T.E.R.I.A. formula

Goal: Understand how evaluators think and how they get impressed.

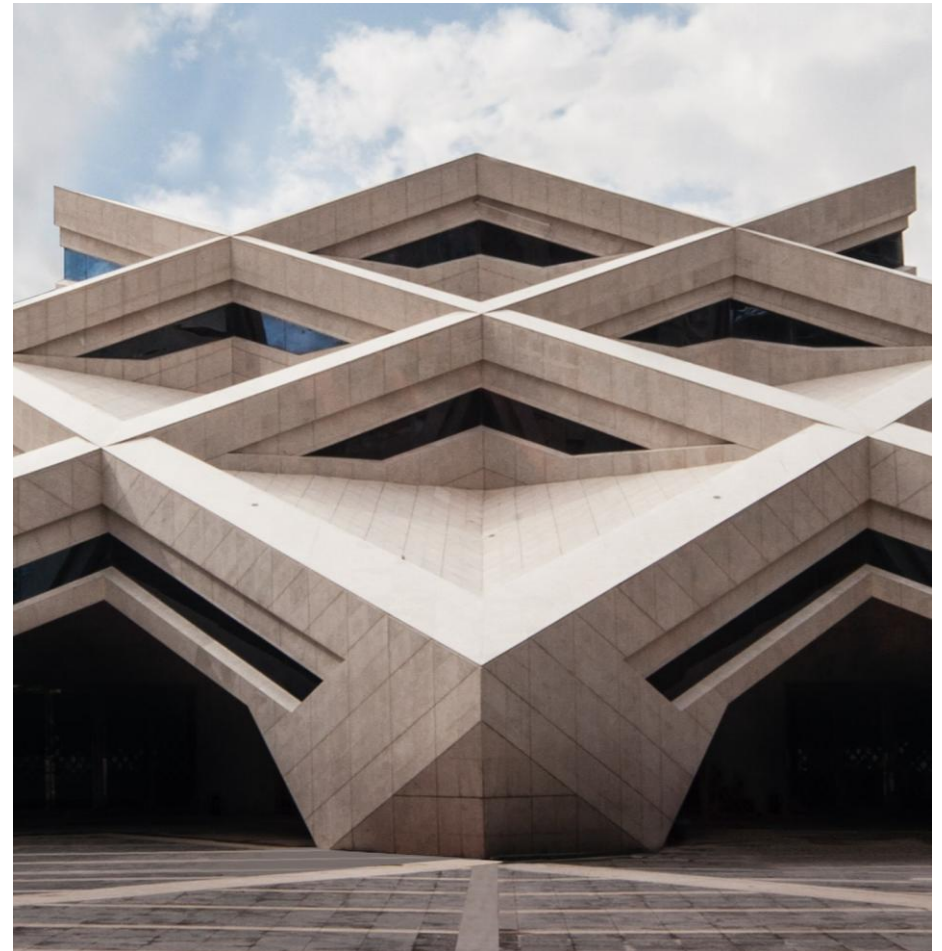
Specific topics & activities:

- Evaluation process
- Evaluation mindset
- Impress trigger points of evaluators

15:30–15:45 — Short Break

15:45–16:30 — Recap, Quiz & 1-to-1 Micro-Clinics

- 15-minute online quiz
- Open discussion on which subprogramme fits specific needs from individuals from the audience

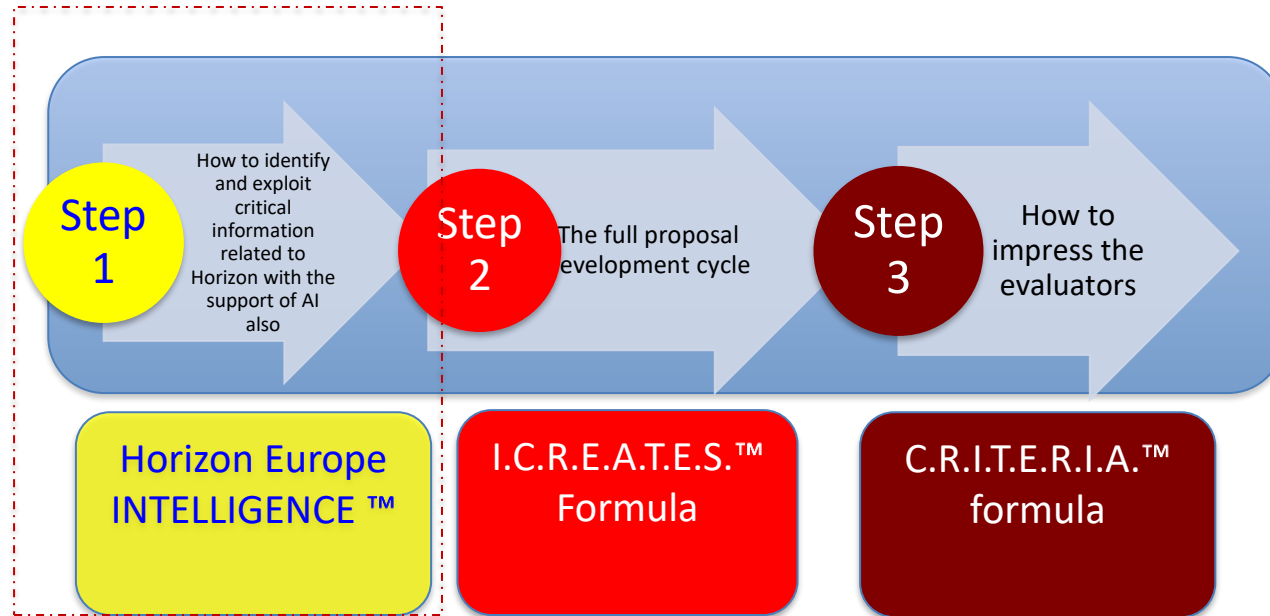


The recipe for a “great meal”



How a winning Horizon proposal should be developed

From Struggle

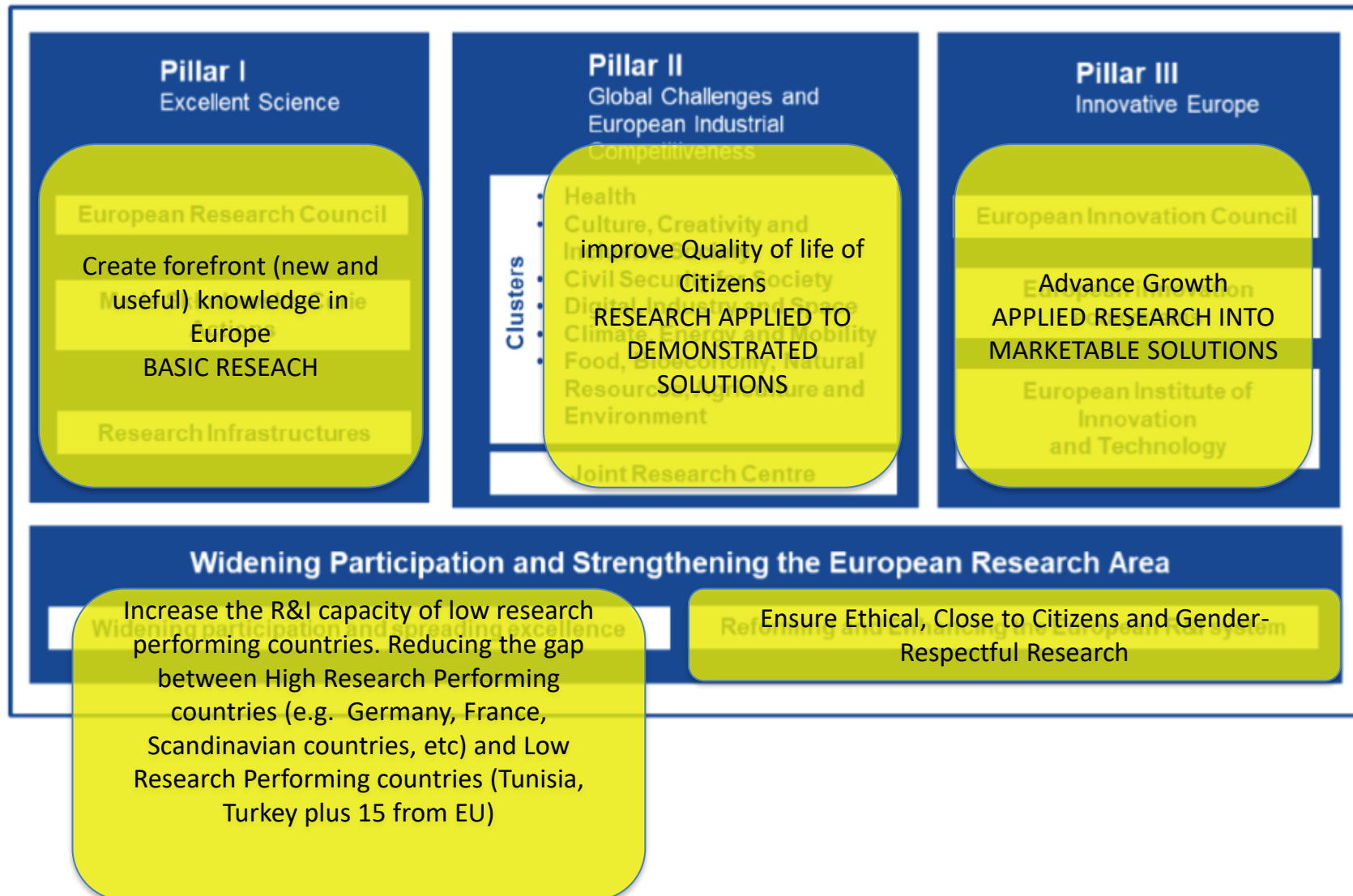


To Success

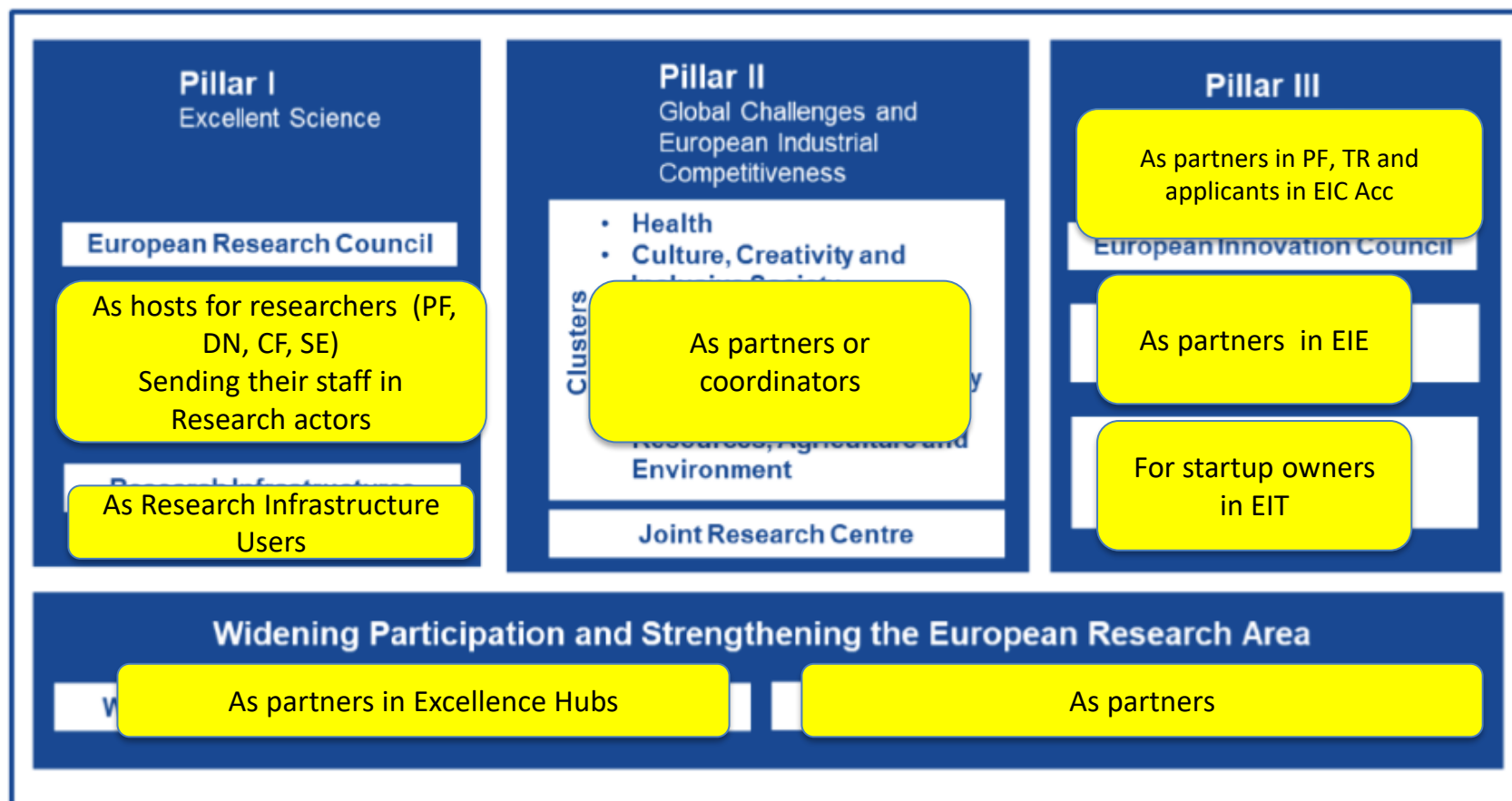


*Understanding Horizon Europe calls and work
programmes effectively*

Horizon Europe Purpose!



Horizon Europe Structure suitable for SMEs, industry, End-users, Policy Advisors and Makers



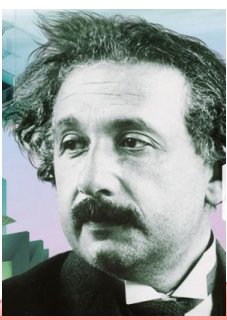
Important Note: Horizon Europe is not only for Research Actors!!!

Intelligence behind Horizon Europe Structure/Actions and TRLs

Understanding the maturity and impact level of an R&I solution



Horizon Europe and TRLs Paradigm



Year 1905

Albert Einstein laid the foundations for understanding solar cells with his theoretical explanation of the photoelectric effect and proved that solar cells can convert sunlight into electricity



Bell Laboratories

Year 1954

The first solar cell is created in the US at Bell Labs. It had an energy conversion efficiency ~ 5%



Year 2018

ETH Zurich and Empa via the spin-off company Flisom produce flexible thin-film solar cells with energy conversion efficiency 20.4%



TRL 1: Basic Principles

TRL 2: Technology Formulation

TRL 3: First laboratory tests

TRL 4: System/Technology validated in lab

TRL 5: Technology validated in relevant environment

TRL 6: Technology demonstrated

TRL 7: Demonstrated system

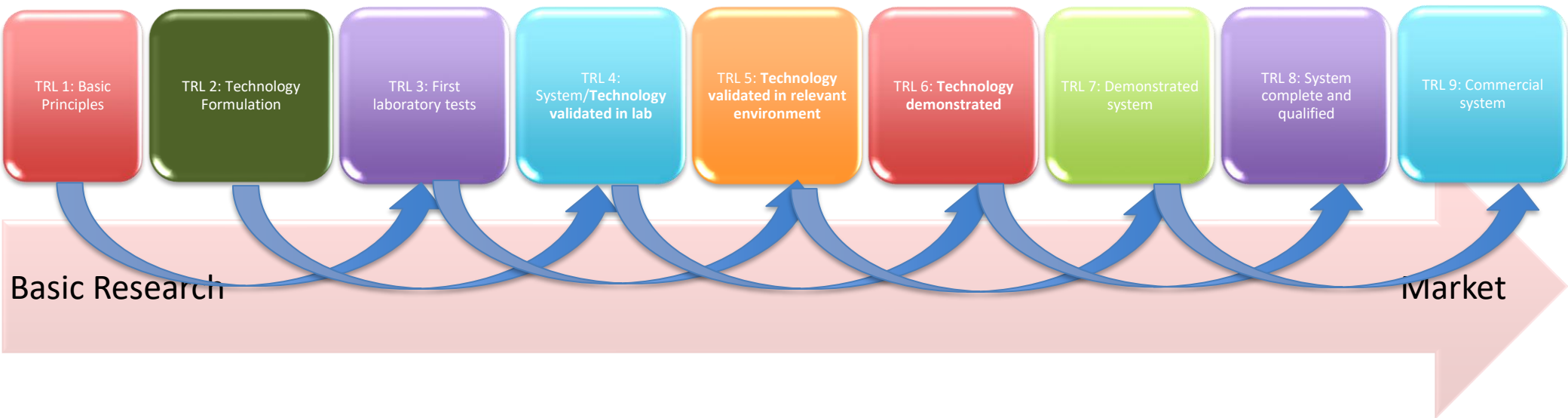
TRL 8: System complete and qualified

TRL 9: Commercial system

Basic Research

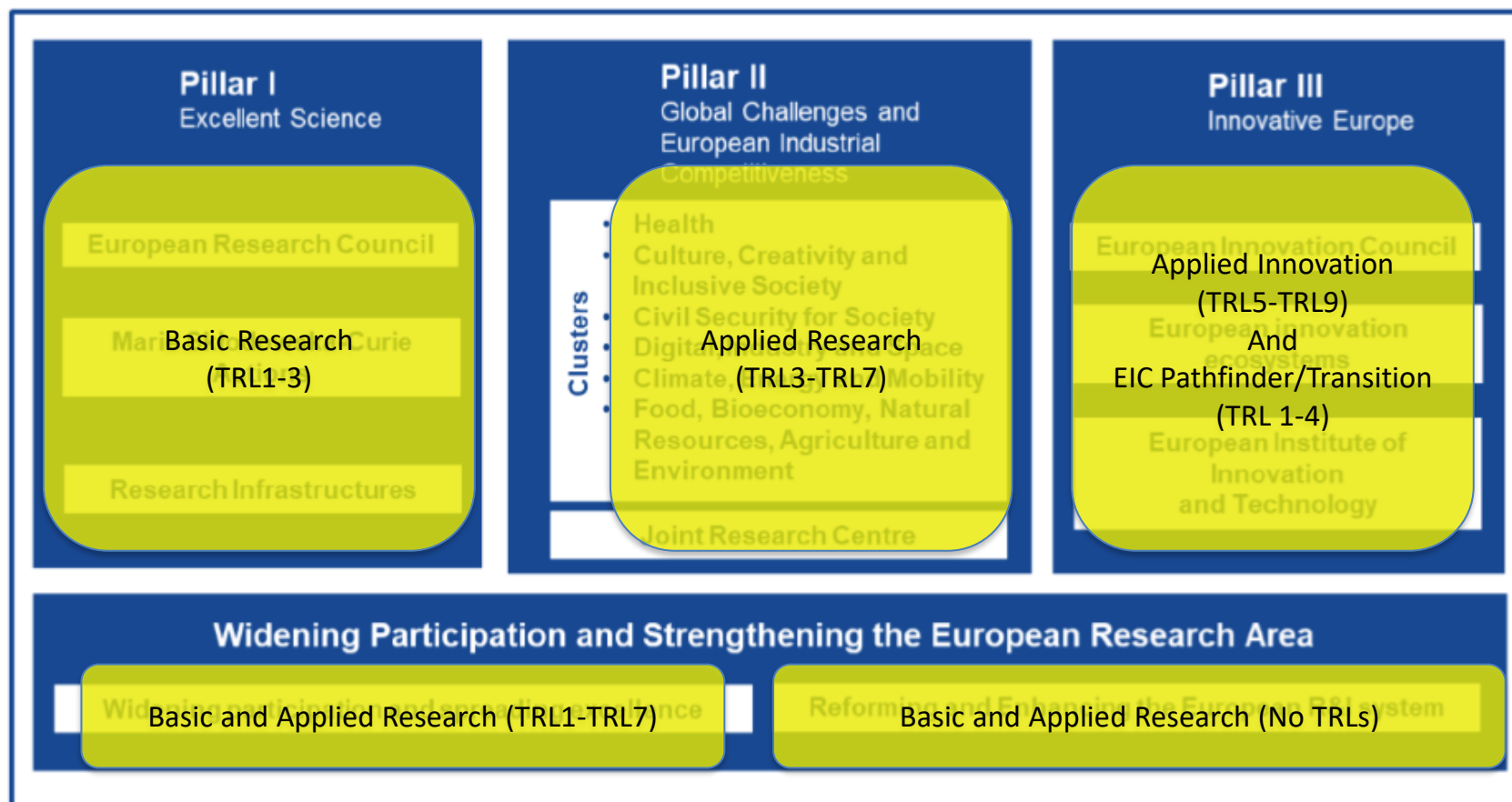
Market

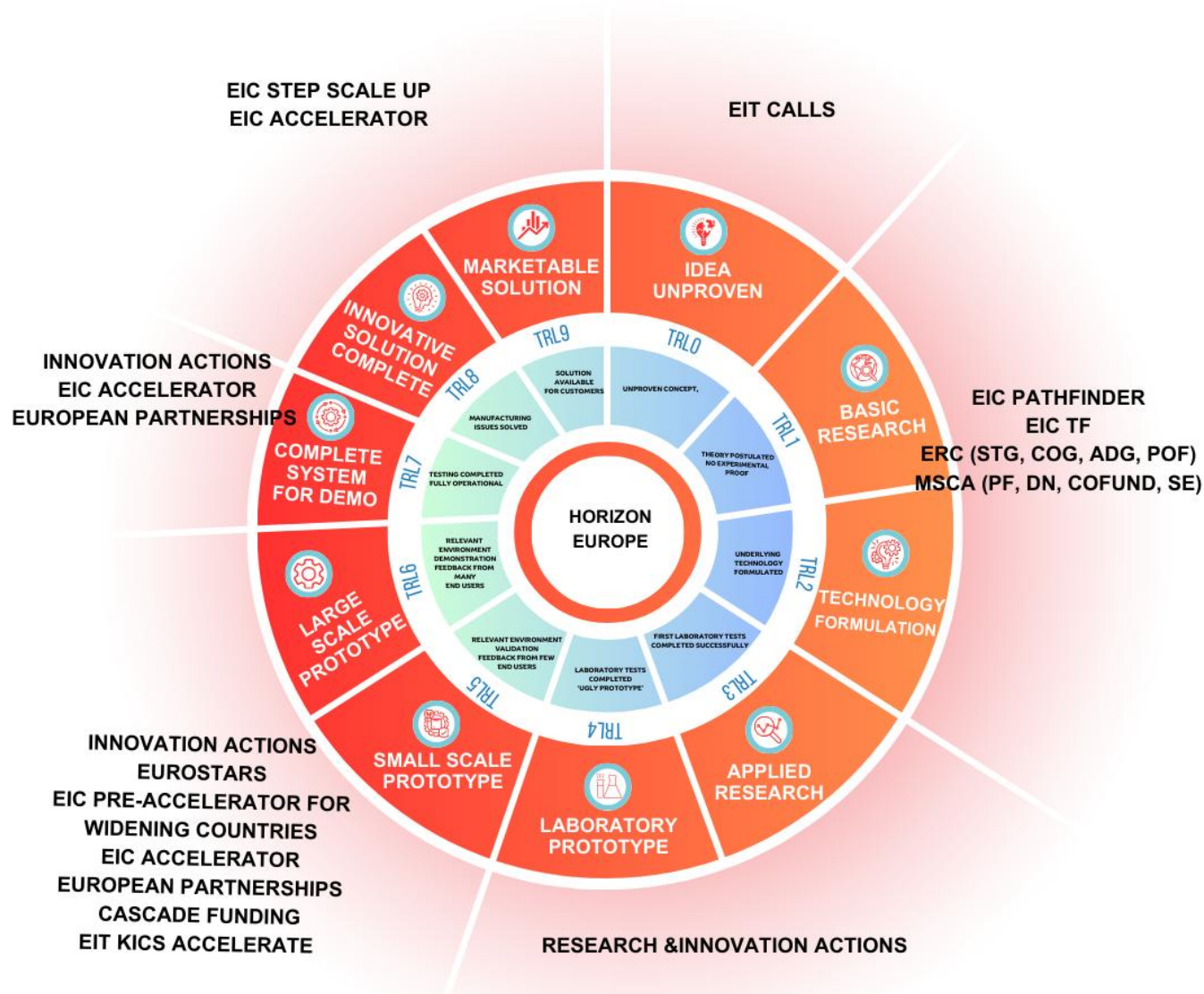
Horizon Europe Projects TRLs Increase



~ two TRLs increase are expected within Horizon Europe Project lifecycle

Horizon Europe Focus





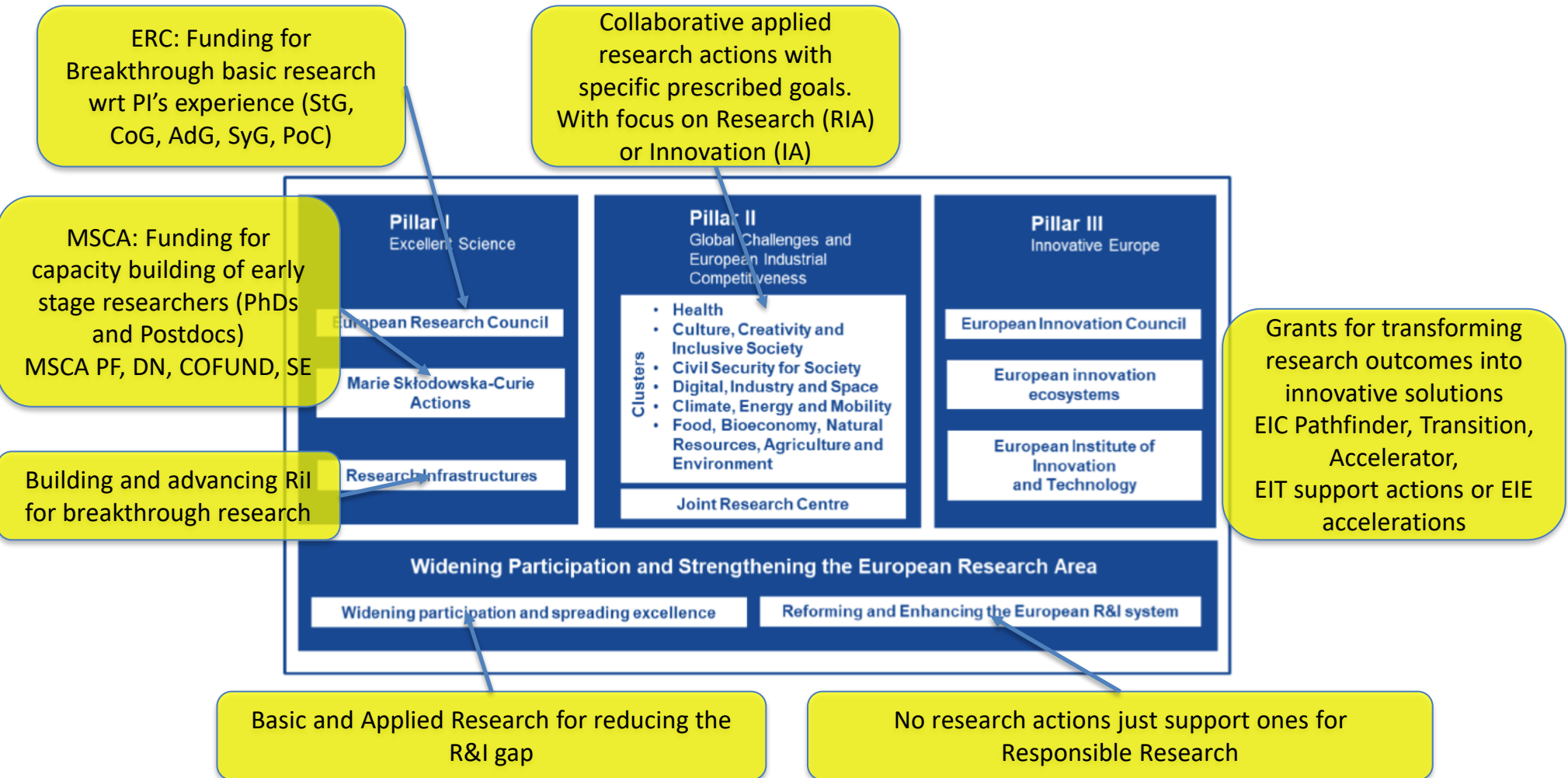
Horizon Europe 😊

- Attractive Funding rate (70-100%)
- Advance Payments of up to 40% within 45-90 days
- Collaboration with top research & innovation actors in your area
- Open new markets
- Non-bureaucratic or non-heavy administrative procedures
- Calls with Lump Sum payments

Horizon Europe 😞

- European and beyond competition
- Hard to join a consortium
- Difficult to write a successful proposal
- Complex funding maze

Horizon Europe Actions



Intelligence behind Horizon Europe Top-Down and Bottom-up Concepts

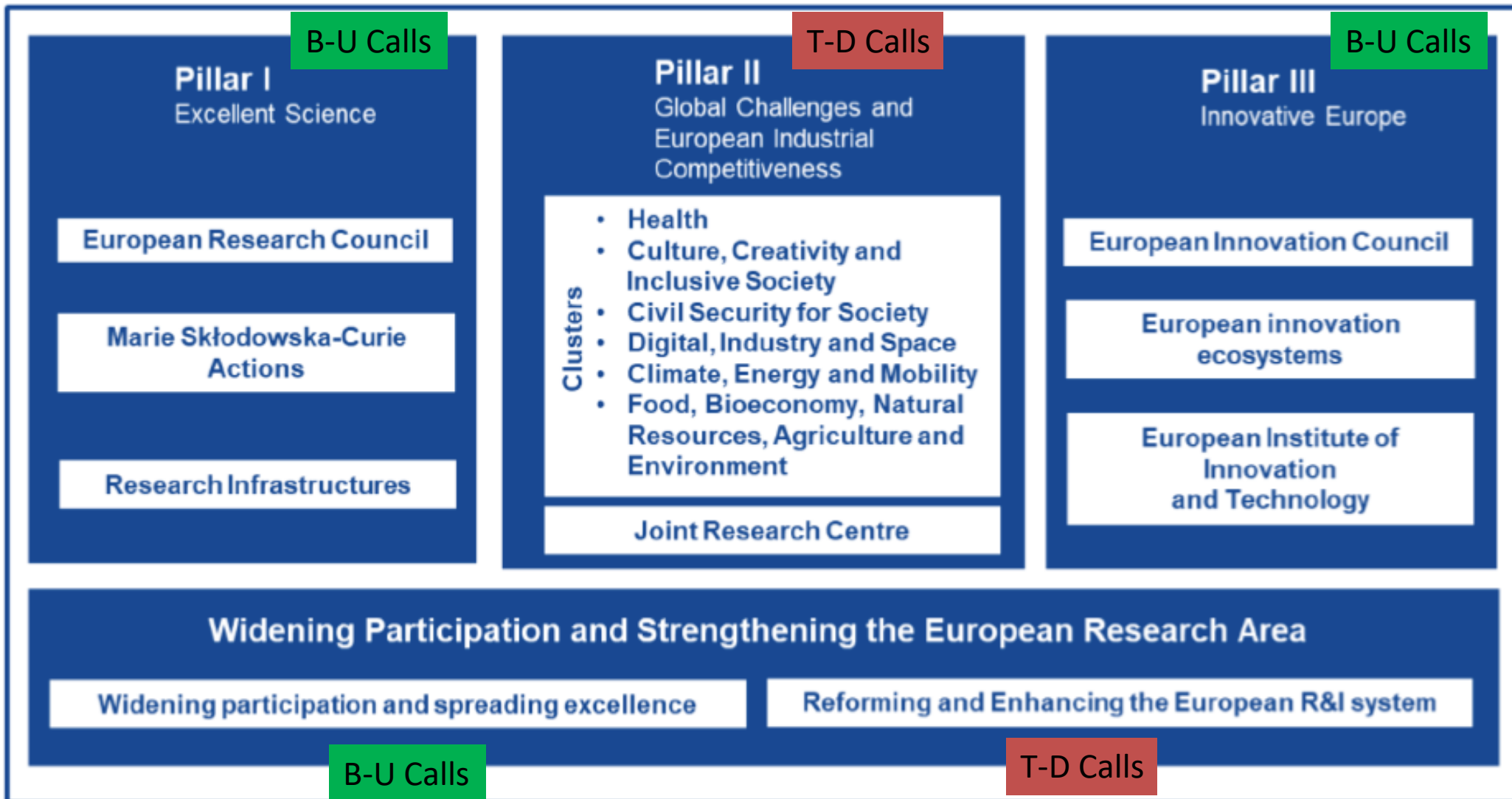
B-U, T-D

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



- Project ideas are either based on _____ call topics, i.e.
 - open and
 - proposer-driven
- or Project ideas are based on _____ call topics, i.e.:
 - Prescriptive by EC and
 - Impact driven

Horizon Europe Structure



Intelligence behind Horizon Europe Pillar 2 Workprogrammes

Workprogramme Sources

The screenshot displays the 'Funding & tender opportunities' portal. The main navigation bar includes 'Funding & tender opportunities', 'HOW TO PARTICIPATE', 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', and 'SUPPORT'. The 'Funding & tender opportunities' section is active, showing a list of funding opportunities. The list includes details such as the programme (Horizon Europe (HORIZON)), the ID (HORIZON-HLTH-2022-STAYHLTH-01-05), the type of action (HORIZON Research and Innovation Actions), the deadline model (single-stage), the opening date (22 June 2021), and the deadline date (21 September 2021 17:00:00 Brussels time).

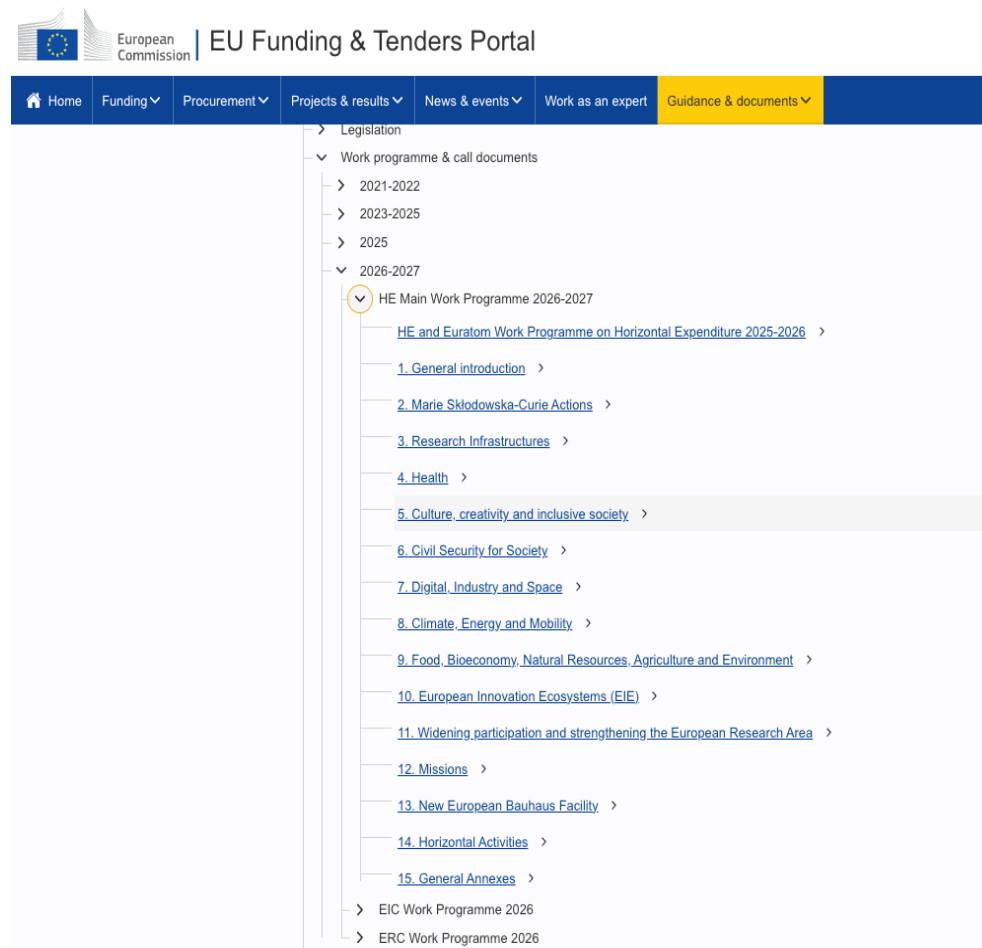
Source 1: [Funding and Tenders Portal](#)

The screenshot shows the 'Horizon Europe - Work Programme 2021-2022 Health' section. The main heading is 'HORIZON-HLTH-2022-STAYHLTH-01-05 two-stage: Prevention of obesity throughout the life course'. The page is divided into two main sections: 'Specific conditions' and 'Reference documents'. The 'Specific conditions' section includes details such as the expected EU contribution per project (The Commission estimates that an 10.00 million would allow these outc...), the indicative budget (The total indicative budget for the top...), the type of action (Research and Innovation Actions), and the eligibility conditions (The conditions are described in C exceptions apply: The Joint Research Centre (JRC) r consortium selected for funding.). The 'Reference documents' section lists various documents related to the programme, including the 'Horizon Europe (HORIZON) Work Programme 2021-2022' and the 'Horizon Europe (HORIZON) Work Programme 2021-2022: Health'.

- Researchers, developers of medical interventions, and health care professionals have a much better understanding of basic biological pathways (genetic and epigenetic blueprints) conferring susceptibility to and protecting against overweight/obesity, i.e. how genetic, epigenetic, environmental, socio-economic and lifestyle factors interact to drive or prevent the transition from normal weight to overweight/obesity throughout the life course.
- Health care professionals, national/regional/local public authorities and other relevant actors (e.g. schools, canteens, hospitals, work places, shopping malls, sport centres):
 - Have access to, adopt and implement evidence-based clinical guidelines, best practices, coordinated, pan-European, multidisciplinary preventive strategies, policy recommendations and/or new policies to fight overweight/obesity and their co-morbidities throughout the life course.
 - Have access to and make use of a robust outcomes framework and tool-kit for standardised collection of economic and cost data related to the prevention and treatment of overweight/obesity and its co-morbidities at population level across European regions and countries.
 - Adopt and implement tailor-made prevention campaigns to tackle overweight/obesity, including campaigns for improving integration of health

Source 2: Workprogramme Full Text in pdf
Under [Reference Documents](#)

Workprogrammes 2026-2027 under Horizon Europe Now Available



Workprogramme 2026-27 Cluster 1 Health

Horizon Europe - Work Programme
Health

Horizon Europe - Work Programme 2026-27
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Overview of this call

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Overview of this call

Call - Cluster 1 - Health (Two stage - 2027).....
Overview of this call

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Overview of this call

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Destination - Staying healthy in a rapidly changing society

HORIZON-HLTH-2026-01-STAYHLTH-02: Behavior
prevention for Non-Communicable Diseases (NCDs) at
HORIZON-HLTH-2026-01-STAYHLTH-03: Building
science
HORIZON-HLTH-2027-01-STAYHLTH-01: Address
course to support independent living and inclusion

Destination - Living and working in a health-promoting

HORIZON-HLTH-2026-01-ENVHLTH-01: Towards a
anticipation of the impacts of climate change on health.
HORIZON-HLTH-2026-01-ENVHLTH-04: Towards a
carbon neutral populations and healthcare systems

HORIZON-HLTH-2027-01-ENVHLTH-02: Integrating climate
human exposome and characterising its changes in response to
HORIZON-HLTH-2027-01-ENVHLTH-MISSCLIMA-03: To
support health adaptation to climate change

Destination - Tackling diseases and reducing disease burden

HORIZON-HLTH-2026-01-DISEASE-02: Innovative interventions
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HORIZON-HLTH-2026-01-DISEASE-03: Advancing research
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HORIZON-HLTH-2027-02-DISEASE-01-two-stage: Innovative
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HORIZON-HLTH-2027-01-DISEASE-05: Development of new
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HORIZON-HLTH-2027-01-DISEASE-06: Development of methods
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HORIZON-HLTH-2027-01-DISEASE-07: Development of methods
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HORIZON-HLTH-2027-01-DISEASE-08: Development of interventions
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HORIZON
Adverse

Destination healthy society

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to advance
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Excellent
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disease prevention
common
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clinical research
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healthcare

Destination industry ..

HORIZON
development
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CLUSTER 2 2026-7 'Culture, Creativity and Inclusive Society'

Horizon Europe - Work Programme 2026-2027
Culture, Creativity and Inclusive Society

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Digital, Industry and Space

Horizon Europe - Work Programme 2026-2027
Digital, Industry and Space

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Homework-Hands On practice

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you are interested

Step 2: Identify those calls that are aligned
with your research

Bonus General Example Prompt

- You are a research support officer for health research center, that focuses on health and medicine research activities and more specifically on a) global health, b) Chronic, Prevalent Diseases and Aging, c) woman and child health and rare diseases, d) Brain & mind and behaviour, e) Cancer, f) Personalised Medicine, Innovative Diagnostics, Molecular Imaging and Digital Health, h) Advanced therapies and Advanced interventions, Nanomedicine, Transplant and Donation. Based on the attached workprogramme on Horizon Europe cluster 1 Health, I would like you to identify those calls that our center should target for preparing one or more proposals. Your output should include also our role in any of the identified calls. Prepare a table with 1st column the call topic and its full title, 2nd column the core purport of the call, 3rd column the role of our center and why it should participate.

Call topic and full title	Core purpose of the call	Role for VHIR and why VHIR should participate
HORIZON-HLTH-2026-01-STAYHLTH-02: Behavioural interventions as primary prevention for Non-Communicable Diseases (NCDs) among young people	Design and test behaviour change approaches that reduce later NCD risk in young people.	VHIR as clinical and public health partner: design intervention logic, define outcomes, run pilots with youth and families, and link to clinical risk markers and follow up.
HORIZON-HLTH-2027-01-STAYHLTH-01: Improving the quality of life of persons with disabilities through new interventions, including digital solutions	Develop and test interventions (including digital and assistive tech, rehab, care models) that support independent living and inclusion.	VHIR as clinical lead site: recruit patient groups across ages, run evaluation studies, connect disability to underlying health conditions, and validate digital and rehab pathways in real care settings.
HORIZON-HLTH-2026-01-DISEASE-02: Innovative interventions to prevent the harmful effects of using digital technologies on the mental health of children and young adults	Build evidence on harms and benefits of digital tech and test interventions that prevent harm and promote healthy use (incl. multi source data and possible AI).	VHIR as WP lead for clinical studies: cohorts, clinical assessments, ethics, and evaluation of digital interventions with children, young adults, families, and schools.
HORIZON-HLTH-2026-01-DISEASE-03: Advancing research on the prevention, diagnosis, and management of post-infection long-term conditions	Improve prevention, diagnosis, and care for post infection long term conditions, with clinical studies encouraged.	VHIR as cohort and clinical pathway leader: deep phenotyping, imaging, biomarker work, care pathway testing, and real world follow up.
HORIZON-HLTH-2026-01-DISEASE-09: Multisectoral approach to tackle chronic non-communicable diseases: implementation research beyond the healthcare system (GACD)	Implementation research for NCD prevention and management that works with sectors and settings outside healthcare.	VHIR as implementation research partner: test models that combine health care with community, school, workplace, and local services; measure uptake, equity, and outcomes.
HORIZON-HLTH-2027-02-DISEASE-01-two-stage: Innovative healthcare interventions for non-communicable diseases	Develop and test new healthcare interventions for NCDs (two stage).	VHIR as clinical validation and scale up site: pragmatic studies, patient reported outcomes, and health system adoption evidence.
HORIZON-HLTH-2027-01-DISEASE-10: Prevention and management of chronic non-communicable diseases in children and young people (GACD)	Implementation research on prevention, screening, diagnosis, and management of NCDs in ages one to twenty four, often in low and middle income countries or underserved groups.	VHIR as paediatric and adolescent clinical partner: define care pathways (including transition to adult care), test digital tools for screening and follow up, and support capacity building with partners.
HORIZON-HLTH-2026-01-DISEASE-11: Understanding of sex and or gender-specific mechanisms of cardiovascular diseases: determinants, risk factors and pathways	Identify sex and gender related mechanisms, risks, and pathways in cardiovascular disease to improve prevention and care.	VHIR as clinical and translational lead: patient cohorts, imaging, omics and biomarkers, and evidence that can change guidelines and risk tools.
HORIZON-HLTH-2026-01-DISEASE-15: Scaling up innovation in cardiovascular health	Support scale up and uptake of validated cardiovascular innovations in real health systems.	VHIR as major hospital test and adoption site: run multi site evaluations, health economics, implementation plans, and clinician and patient uptake work.
HORIZON-HLTH-2027-01-CARE-02: Personalised approaches to reduce risks from Adverse Drug Reactions due to administration of multiple medications	Reduce risks from polypharmacy using personalised approaches (clinical, data driven, decision support).	VHIR as clinical lead in ageing and chronic disease: real world medication data, ADR detection, decision support testing, and measurable safety outcomes.
HORIZON-HLTH-2027-02-DISEASE-14-two-stage: Clinical trials for advancing innovative interventions for neurodegenerative diseases	Run clinical trials (phase one and two style) that advance innovative interventions for neurodegeneration, including digital tech and imaging where relevant.	VHIR as trial site and WP leader: recruitment, imaging and biomarker endpoints, remote monitoring, and patient involvement.
HORIZON-HLTH-2027-02-TOOL-01-two-stage: Development of predictive biomarkers of disease progression and treatment response using AI methodologies for chronic non-communicable diseases	Build and validate predictive biomarkers and AI methods, with clinical validation in independent cohorts and real world data.	VHIR as data and validation powerhouse: provide cohorts and biobanks, lead clinical validation studies, and support regulatory engagement for biomarker and AI qualification.
HORIZON-HLTH-2027-03-TOOL-04: Virtual Human Twins (VHTs) for integrated clinical decision support in prevention and diagnosis	Create patient level multi scale models to support prevention and diagnosis through clinical decision support.	VHIR as clinical deployment site: supply high quality clinical data, test VHT based decision support in real workflows, and measure safety, bias, and impact.
HORIZON-HLTH-2027-02-IND-02-two-stage: Portable and versatile Point-of-care diagnostics	Develop point of care diagnostics that are faster and more accurate, with strong clinical utility and usability.	VHIR as clinical evaluation and needs owner: define use cases, run clinical performance studies, usability testing, and pathways for adoption in emergency and outpatient settings.
HORIZON-HLTH-2026-01-IND-03: Regulatory science to support translational development of patient-centred health technologies	Update methods and evidence approaches used in regulation, including new data and digital solutions, to speed safe uptake.	VHIR as clinical evidence generator: provide real world evidence designs, clinical investigation methods, and stakeholder input (clinicians, patients) for practical guidance.
HORIZON-HLTH-2026-01-TOOL-07: Establishing a European network of Centres of Excellence (CoEs) for Advanced Therapies Medicinal Products (ATMPs)	Create a coordinated EU network of ATMP centres, with roadmap, policy needs, and shared capacity.	VHIR should join as a CoE member if it fits: contribute cell and gene therapy clinical trials, manufacturing and GMP links (where present), and patient access pathways.
HORIZON-HLTH-2027-03-TOOL-02: Advancing bio-printing of living cells for regenerative medicine	Advance bio printing units and translation toward clinical use in regenerative medicine.	VHIR as clinical pull partner: define unmet needs (tissue and organ targets), support preclinical to early clinical translation planning, and set clinical evaluation endpoints.
HORIZON-HLTH-2026-01-TOOL-03: Integrating New Approach Methodologies (NAMs) to advance biomedical research and regulatory testing	Speed use and acceptance of NAMs (non animal methods) in research and regulatory testing for medicines and devices.	VHIR as clinical relevance partner: connect NAM outputs to human disease biology, provide human sample access under ethics, and help show fit to clinical questions.
HORIZON-HLTH-2026-01-ENVHLTH-04: Towards climate resilient, prepared and carbon neutral populations and healthcare systems	Improve resilience and reduce climate and environment health risks, including preparedness and health system action.	VHIR as “living lab” hospital: test heat and air quality response, care continuity plans, surveillance links, and low carbon care changes with measurable outcomes.
HORIZON-HLTH-2027-01-ENVHLTH-MISSCLIMA-03: Tools and technologies to support health adaptation to climate change (PCP)	Pre commercial procurement to develop and test solutions for climate related health adaptation and risk reduction.	VHIR as procurer and test site: define requirements with clinicians, run pilots in hospital and community care, and help suppliers prove performance and uptake.
HORIZON-HLTH-2026-01-DISEASE-04: Development of novel vaccines for viral pathogens with epidemic potential	Develop vaccine candidates for viruses with epidemic potential and move them through key preclinical and early clinical steps.	VHIR as clinical trial and immunology partner: early phase studies, immune monitoring, patient and volunteer recruitment, and links to surveillance networks.
HORIZON-HLTH-2027-01-DISEASE-05: Development of novel small molecule antiviral therapeutics for pathogens with epidemic potential	Discover and develop small molecule antivirals for epidemic threat pathogens.	VHIR as translational and clinical partner: access to patient samples, clinical input on target product profile, and early clinical evaluation capacity.
HORIZON-HLTH-2027-01-DISEASE-06: Development of monoclonal antibodies to prevent and treat infections from Flaviviruses	Develop monoclonal antibodies for prevention and treatment of flavivirus infections.	VHIR as clinical and translational partner: evaluation planning, patient sample access, and clinical trial readiness and conduct.
HORIZON-HLTH-2027-01-DISEASE-08: Development of innovative antimicrobials against pathogens resistant to antimicrobials	Develop new antimicrobials for resistant pathogens and support translation toward clinical use.	VHIR as AMR clinical partner: stewardship context, resistant pathogen clinical data and samples, and trial site role for difficult infections.
HORIZON-HLTH-2026-02-DISEASE-12: European Partnership on Rare Diseases (ERDERA) (Phase 2)	Top up funding to continue and extend the rare disease partnership.	This is a partnership top up: usually only the existing partnership coordinator can submit. VHIR should seek entry as an added partner and then target ERDERA joint calls with strong clinical registry and trial capacity.
HORIZON-HLTH-2026-03-DISEASE-13: European Partnership for Pandemic Preparedness (Phase 2)	Top up funding to continue the pandemic preparedness partnership.	Same top up logic: VHIR should try to join the partnership network and position for follow up joint calls (clinical studies, surveillance, diagnostics, and preparedness pilots).
HORIZON-HLTH-2026-04-CARE-04: Enhancing and enlarging the European Partnership on Personalised Medicine (EPoP-MED) (top-up)	Extend the personalised medicine partnership.	Eligibility is restricted to the current PerMED coordinator consortium, so VHIR should join via that route if possible and mainly plan for PerMED joint calls where VHIR can lead clinical translation work.

How to read a T-D call and identify what benefits are expected

Intelligence behind the call-topic
description

Cluster Destination Structure!

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Other Actions not subject to calls for proposals

Grants to identified beneficiaries

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2. Presidency event - Ireland. Bridging Worlds - Climate Change and Health through the lens of the One Health Agenda - Research, Innovation and Problem Solving	193
3. Presidency event - Lithuania. Strengthening the European clinical research ecosystem for advanced therapy medicinal products and substances of human origin.....	196

Expected Impacts:

Expected project contributions up to x (say 5 years) after the end of the project (Long term)

- **Type of Project and budget**
- **Expected Outcomes:** Expected project contributions by the end of the project
- **Societal or Economical challenges** to be addressed
- **Expected Project Objectives**
- **Hints on approach**

Cluster Destination Structure!

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Expected Impacts:

Expected project contributions up to x (say 5 years) after the end of the project (Long term)

Cluster Destination Structure

Destination - Developing and using new tools, technologies and digital solutions for a healthy society

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Health*

services, tailored to specific population groups, ultimately improving patient outcomes and reducing health inequalities.

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Health*

- Europe's scientific and technological expertise and know-how, its capabilities for innovation in new tools, technologies and digital solutions, and its ability to take-up, scale-up and integrate innovation in healthcare is world-class.
- Citizens benefit from targeted and faster research resulting in safer, more sustainable, efficient, cost-effective, accessible and affordable tools, technologies and digital solutions for improved (personalised) disease prevention, diagnosis, treatment and monitoring for better patient outcome and wellbeing, in particular through increasingly shared health resources (interoperable data, infrastructure, expertise, citizen/patient driven co-creation)³⁵⁷.
- The EU gains high visibility and leadership in terms of health technology development, including through international cooperation.
- The burden of diseases in the EU and worldwide is reduced through the development and integration of innovative diagnostic and therapeutic approaches, personalised medicine approaches, digital and other people-centred solutions for healthcare.
- Both the productivity of health Research and Innovation, and the quality and outcome of healthcare is improved thanks to the use of health data and innovative analytical tools, such as AI supported decision-making, in a secure, ethical and inclusive manner, respecting individual integrity and underpinned with public acceptance and trust.
- Citizens trust and support the opportunities offered by innovative technologies for healthcare, based on expected health outcomes and potential risks involved.

Expected Impacts:

Expected project contributions up to x (say 5 years) after the end of the project (Long term)

Legal entities established in China are not eligible to participate in both Research and Innovation Actions (RIAs) and Innovation Actions (IAs) falling under this destination. For additional information please see "Restrictions on the participation of legal entities established in China" found in the Annex B of the General Annexes of this Work Programme.

The protection of European communication networks has been identified as an important security interest of the Union and its Member States. Entities that are assessed as high-risk suppliers³⁵⁸ of mobile network communication equipment (and any entities they own or control) are not eligible to participate as beneficiaries, affiliated entities and associated partners to topics identified as "subject to restrictions for the protection of European communication networks". Please refer to the Annex B of the General Annexes of this Work Programme for further details.

Proposals are invited against the following topic(s):

³⁵⁷ Commission Communication on the digital transformation of health and care; COM(2018) 233 final
³⁵⁸ Entities assessed as "high-risk suppliers", are currently set out in the second report on Member States' progress in implementing the EU toolbox on 5G cybersecurity of 2023 (NIS Cooperation Group, Second report on Member States' progress in implementing the EU Toolbox on 5G Cybersecurity, June 2023) and the related Communication on the implementation of the 5G cybersecurity toolbox of 2023 (Communication from the Commission: Implementation of the 5G cybersecurity Toolbox, Brussels, 15.6.2023 C(2023) 4049 final).

Call Structure!

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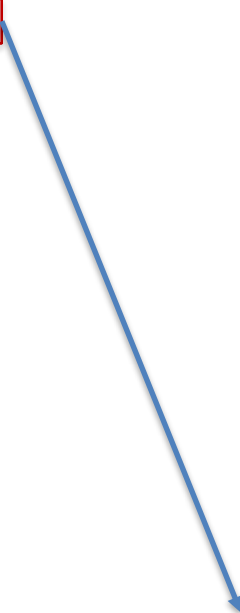
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- **Type of Project and budget**
 - **Expected Outcomes:** Expected project contributions by the end of the project
 - **Societal or Economical challenges** to be addressed
 - **Expected Project Objectives**
 - **Hints on approach**

Projects Type and Budget for targeted call

HORIZON-HLTH-2026-01-TOOL-05: Pilot actions for follow-on funding: Leveraging EU-funded collaborative research in regenerative medicine


Call: Cluster 1 - Health (Single stage - 2026)	
Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of between EUR 6.00 and 8.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 29.50 million.
<i>Type of Action</i>	Innovation Actions
<i>Eligibility conditions</i>	<p>The conditions are described in General Annex B. The following exceptions apply:</p> <p>The proposals must be based on results generated within a prior multi-beneficiary project funded under Horizon 2020 or Horizon Europe Framework Programme. This project must have been completed maximum 3 years before the submission deadline.</p> <p>Applicants must explicitly state in their proposal the prior multi-beneficiary project concerned. Projects funded under Marie Skłodowska-Curie Actions are not considered eligible. Projects funded under co-funded European Partnerships or ERANETs are considered eligible. Ongoing projects³⁶⁴ are not considered eligible.</p> <p>In recognition of the opening of the US National Institutes of Health's programmes to European researchers, any legal entity established in the United States of America is eligible to receive Union funding.</p> <p>If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of</p>

³⁶⁴ https://joint-research-centre.ec.europa.eu/projects-and-activities/reference-and-measurement/european-union-reference-laboratories/eu-reference-laboratory-alternatives-animal-testing-eut-scvm_en

³⁶⁵ Please note that the definition of clinical studies (see introduction to this Work Programme part) is broad and it is recommended that you review it thoroughly before submitting your application.

³⁶⁶ Projects that have not been completed before the submission deadline.

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- Expected Funding per project
 - Total Funding per call
 - No. of projects to be funded
 - Type of Action
 - Eligibility Conditions

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	<p>Copernicus and/or Galileo/EGNOS (other data and services may additionally be used).</p> <p>In line with the "restriction on control in innovation actions in critical technology areas" delineated in General Annex B of the General Annexes, entities established in an eligible country but which are directly or indirectly controlled by China or by a legal entity established in China are not eligible to participate in the action.</p>
<i>Award criteria</i>	<p>The criteria are described in General Annex D. The following exceptions apply:</p> <p>The thresholds for each criterion will be 4 (Excellence), 4 (Impact) and 4 (Implementation). The cumulative threshold will be 12.</p>
<i>Legal and financial set-up of the Grant Agreements</i>	<p>The rules are described in General Annex G. The following exceptions apply:</p> <p>The granting authority may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5.</p> <p>Eligible costs will take the form of a lump sum as defined in the Decision of 7 July 2021 authorising the use of lump sum contributions under the Horizon Europe Programme – the Framework Programme for Research and Innovation (2021-2027) – and in actions under the Research and Training Programme of the European Atomic Energy</p>

Expected benefits by each project end from the targeted call

	The thresholds for each criterion will be 4 (Excellence), 4 (Impact) and 4 (Implementation). The cumulative threshold will be 12.
<i>Legal and financial set-up of the Grant Agreements</i>	<p>The rules are described in General Annex G. The following exceptions apply:</p> <p>The granting authority may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5.</p> <p>Eligible costs will take the form of a lump sum as defined in the Decision of 7 July 2021 authorising the use of lump sum contributions under the Horizon Europe Programme – the Framework Programme for Research and Innovation (2021-2027) – and in actions under the Research and Training Programme of the European Atomic Energy Community (2021-2025)³⁶⁷.</p>

● **Benefits from each of the funded projects expected by their completion**

Expected Outcome: This topic aims at supporting activities that are enabling or contributing to one or several expected impacts of destination “Developing and using new tools, technologies and digital solutions for a healthy society”. To that end, proposals under this topic should aim to deliver results that are directed at, tailored towards and contributing to all the following expected outcomes:

- The overall competitiveness of the EU biotechnology sector is strengthened through the further development of closer-to-deployment health innovations.
- The EU benefits from greater impact of the EU’s Research and Innovation (R&I) Framework Programmes through successful leveraging of previous EU funding in the field of regenerative medicine.
- EU innovators secure further funding to finalise the last stages of development.
- Patients benefit faster from solutions that improve their health and wellbeing.

³⁶⁷ This [decision](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/ls-decision_he_en.pdf) is available on the Funding and Tenders Portal, in the reference documents section for Horizon Europe, under ‘Simplified costs decisions’ or through this link: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/ls-decision_he_en.pdf

Analysis of the Scope Section 1/3

Horizon Europe - Work Programme 2026-2027
Health

Scope: R&I is essential for economic growth and boosting the competitiveness of the EU's life sciences sector. Through the Horizon 2020 and Horizon Europe Framework Programmes, the EU has supported projects that significantly impact our health by fostering scientific discoveries and developing new solutions. Transformational health innovations, such as mRNA vaccines, highlight the importance of collaboration among businesses, research institutions, and healthcare providers. Furthermore, sustained funding throughout the entire value chain is crucial for maximising impact and ensuring more products reach patients faster. The main aim of this topic is to pilot a follow-on funding mechanism, supporting the stepwise development of biotech innovations through collaboration, resulting from previously supported EU R&I actions in the field of health. This topic contributes to strengthening the R&I ecosystem within the EU and supports the implementation of the "Strategy for European Life Sciences"³⁶⁸. Given the importance of biotechnology as a critical technology³⁶⁹, this topic aims to ensure that promising research results are efficiently taken further along the value chain, speeding the time to market or patient through stepwise funding and increasing the EU's competitiveness. The chosen area of focus is regenerative medicine as it has the potential to heal or replace tissues and organs damaged by age, disease, or trauma, as well as to normalise congenital defects. Proposals should focus on prototyping, demonstrating and validating health innovations from TRL 5, moving beyond early-stage research to clinical development, testing, or eventual large-scale manufacturing. The previously funded EU research on which the proposal is build should be applicable to the field of regenerative medicine and should have clear exploitation potential and/or socio-economic benefits for the patients.

From the Scope

- **Key Project Challenge/Purpose**

- Demonstrate in their proposal that the health product, therapy or service, has been successfully validated at preclinical level in the prior EU funded project and provide justification of the innovation potential with qualitative and quantitative data (e.g. publications, patent/trademark/design applications, spin-out/start-up track record, regulatory procedures, venture capital pitches, funds raised etc).
- Justify the proposed composition of the consortium and explain how this differs from the previous grant, and demonstrate how the health product, therapy or service to be developed further qualifies as regenerative medicine.
- Demonstrate adequate protection of the idea or Intellectual Property Rights or ensure freedom to operate until full deployment.
- Have a clear vision on the intended pathway to patients and/or route to market, including regulatory compliance. This includes defining specific milestones together with concrete

³⁶⁸ https://research-and-innovation.ec.europa.eu/strategy/strategy-research-and-innovation/jobs-and-economy/towards-strategy-european-life-sciences_en;

https://ec.europa.eu/commission/presscorner/detail/en/ip_25_1686

³⁶⁹ Commission Recommendation on critical technology areas for the EU's economic security for further risk assessment with Member States: https://defence-industry-space.ec.europa.eu/system/files/2023-10/C_2023_6689_1_EN_annexe_acte_autonome_part1_v9.pdf

Analysis of the Scope Section 2/3

to normalise congenital defects. Proposals should focus on prototyping, demonstrating and validating health innovations from TRL 5, moving beyond early-stage research to clinical development, testing, or eventual large-scale manufacturing. The previously funded EU research on which the proposal is build should be applicable to the field of regenerative medicine and should have clear exploitation potential and/or socio-economic benefits for the patients.

Applicants are expected to:

- Demonstrate in their proposal that the health product, therapy or service, has been successfully validated at preclinical level in the prior EU funded project and provide justification of the innovation potential with qualitative and quantitative data (e.g. publications, patent/trademark/design applications, spin-out/start-up track record, regulatory procedures, venture capital pitches, funds raised etc).
- Justify the proposed composition of the consortium and explain how this differs from the previous grant, and demonstrate how the health product, therapy or service to be developed further qualifies as regenerative medicine.
- Demonstrate adequate protection of the idea or Intellectual Property Rights or ensure freedom to operate until full deployment.
- Have a clear vision on the intended pathway to patients and/or route to market, including regulatory compliance. This includes defining specific milestones together with concrete

368 https://research-and-innovation.ec.europa.eu/strategy/strategy-research-and-innovation/jobs-and-economy/towards-strategy-european-life-sciences_en;
369 https://ec.europa.eu/commission/presscorner/detail/en/ip_25_1686
Commission Recommendation on critical technology areas for the EU's economic security for further risk assessment with Member States: https://defence-industry-space.ec.europa.eu/system/files/2023-10/C_2023_6689_1_EN_annexe_acte_autonomie_part1_v9.pdf

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Horizon Europe - Work Programme 2026-2027 Health

and verifiable Key Performance Indicators (KPIs) to assess progress towards the market or healthcare settings.

- Identify the target patient group(s) (how many patients to be treated during the project and the potential patient population that could benefit) and product development milestones including a financial plan (for each milestone).

In the case of innovations with commercial potential, proposals should present the investor and market readiness towards commercialisation and deployment (market research, value proposition, business case and business model, prospects for growth, intellectual property protection, competitor analysis etc.) as well as aspects of regulation, certification and standardisation and reimbursement.

In the case of innovations with evidenced limited commercial potential but high patient benefit, proposals should contain a deployment and sustainability plan including aspects related to regulations, certification and standardisation and patient access through healthcare providers.

Proposals should take into account sex, gender, age and other relevant socio-demographic variables to ensure the scientific robustness, clinical value and applicability of the targeted regenerative medicine innovation.

Applicants should provide details of their clinical studies³⁷⁰ in the dedicated annex using the template provided in the submission system. As proposals under this topic are expected to include clinical studies, the use of the template is strongly encouraged.

From the Scope

- **Key Project Objectives**

Analysis of the Scope Section 3/3

*Horizon Europe - Work Programme 2026-2027
Health*

and verifiable Key Performance Indicators (KPIs) to assess progress towards the market or healthcare settings.

- Identify the target patient group(s) (how many patients to be treated during the project and the potential patient population that could benefit) and product development milestones including a financial plan (for each milestone).

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HORIZON-HLTH-2026-01-TOOL-06: Support to European Research Area (ERA) action on accelerating New Approach Methodologies (NAMs) to advance biomedical research and testing of medicinal products and medical devices

Call: Cluster 1 - Health (Single stage - 2026)

From the Scope (Cont.)

- **Hints on the approach**
- **Hints on the consortium synthesis**

Essentials of forming a strong consortium and defining roles

Incl. practical tips for newcomers to get started

Types of Partners



- A. competent partners
(direct and indirect ones)
- **Direct** Partners are the ones responsible for implementing the proposed solution and **sign** the contract with the EC for receiving also the Horizon Europe grant
 - **Indirect/Associate** partners are mainly stakeholders that have strong interest in your innovation and they don't receive funding
 - They don't sign the contract but can participate at your **advisory board**

Tips!



- ✓ *Your proposal could include stakeholders highly interested in your project results as Associate Partners*
- ✓ *In this way, the high value of your project is significantly enhanced*
- ✓ *Inclusion of Associate Partners as indirect partners has high value*

Where to find competent Partners

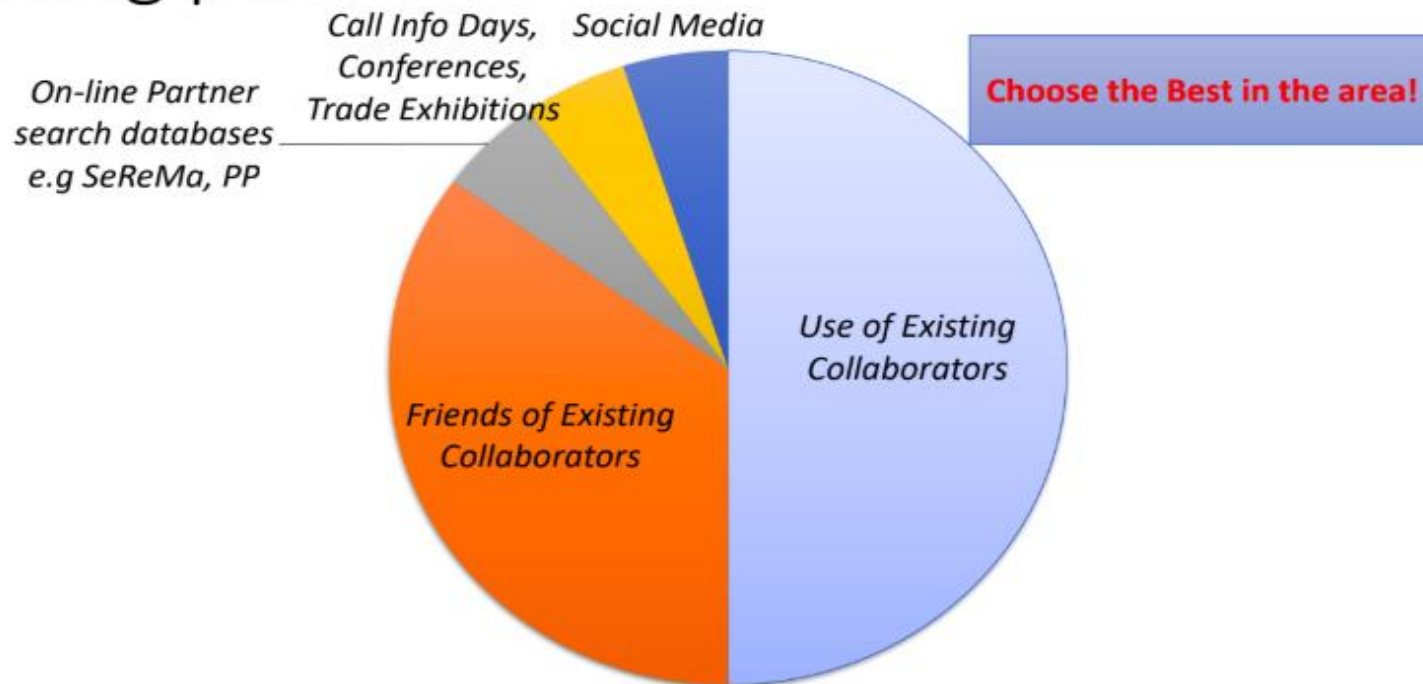
Sources for competent direct and indirect partners

- Your own network
- Partner Search Facilities
- Related events (infodays/brokerage events)
- Social Media (related LinkedIn and Facebook groups) – very useful if exploited properly
- List/Summaries of previously funded projects!!! - (very useful) [Cordis](#) and [Horizon Dashboard](#)



Partners' Sources

Finding partners



Source: SEMINAR PROGRAMME HOW TO SUCCEED IN HORIZON 2020 AND OTHER INTERNATIONAL RTD PROGRAMMES, Vilnius Mar2019

How to contact **intelligently** identified key actors

e.g. for
joining as partner (especially as a newcomer),
inviting them to your project
extending your network, etc.

Communication Approach



- Send a **first email** as follows
 1. Start with an **honest compliment** (e.g. congratulate about their project and explain why)
 2. Elaborate on **your high interest and expertise** in their key research area
 3. Express your **offer** to get more involved in their project (if still running), e.g. as peer-reviewer, AB/stakeholders member, speaker in their event (NB. Give and shall receive 😊)
 4. Highlight **any current discussions** with **policy makers**(e.g. ministry directorates, etc,) **and other key actors** (e.g. coordinators of similar projects, EU partnerships, end-users) related to your research area
 5. **Conclude** with your desire **to virtually meet to discuss how to support the current project better**

After some fruitful collaboration,

- Send a **second email** to meet and discuss any ideas for a forthcoming identified
- In any of the two emails, ensure you **get a response**. e.g. Follow-up over the phone (You never send an email to anyone if you are not determined to follow-up and should persist to get a response)

Email Examples/templates

1st Email:

Subject: Our **Contributions to your Project A**

Dear [First name],

I am Dr./Mr. and I decided to contact you based on your [expertise/or active involvement] in [Project A] that we are impressed of its purpose since it is fully aligned with our priorities also ...

We are working in the same area with [specific expertise/solutions/, infrastructures - select whatever applicable as policy makers] and we would like to contribute to your project at no cost from your side.

In specific, we can ...

We would be more than happy to discuss further details via a quick zoom meeting. Is next [Date] at [time] OK for you for sending you an invitation?

Looking forward to hearing from you

2nd email [After some fruitful collaboration]

Subject: **Collaboration Opportunity under HEU Call topic: ...**

Hi [First name]

We are delighted that we have been contributing to your Project [Project name]. In case you are active in submitting a grant application under the above call, we would like to discuss in a quick zoom meeting how we can add high value and jointly submit a successful proposal in this call.

In specific our organisation can

We have already worked on some critical elements related to the call (e.g. See the attached SoA Framework analysis) for the success in this project

We are also in contact with critical other actors such as ...[Specific Names of policy makers and other big players that you are in contact with]

I hope we will have the chance to work together and prepare a successful proposal.

Looking forward to your feedback. You can reply directly to my email: xxxx @ xxx. xx or mobile phone: +xx xxxxxxxxx

Best regards

[First Name]. [Position]



Tips on email creation with AI

You can use AI tools (e.g. [ChatGPT](#)) for writing such a letter. You can specify also the style and the length

Homework-Hands On practice

Step 1: Prepare an email to offer on a voluntary service
some support on running projects of your interest

Step 2: Prepare an email with your assets and invite project
actors that you collaborated to partner for a specific call

Budgeting Tips

Examples and templates

70-30 Rule in Budgeting a RIA and an IA (RoT)

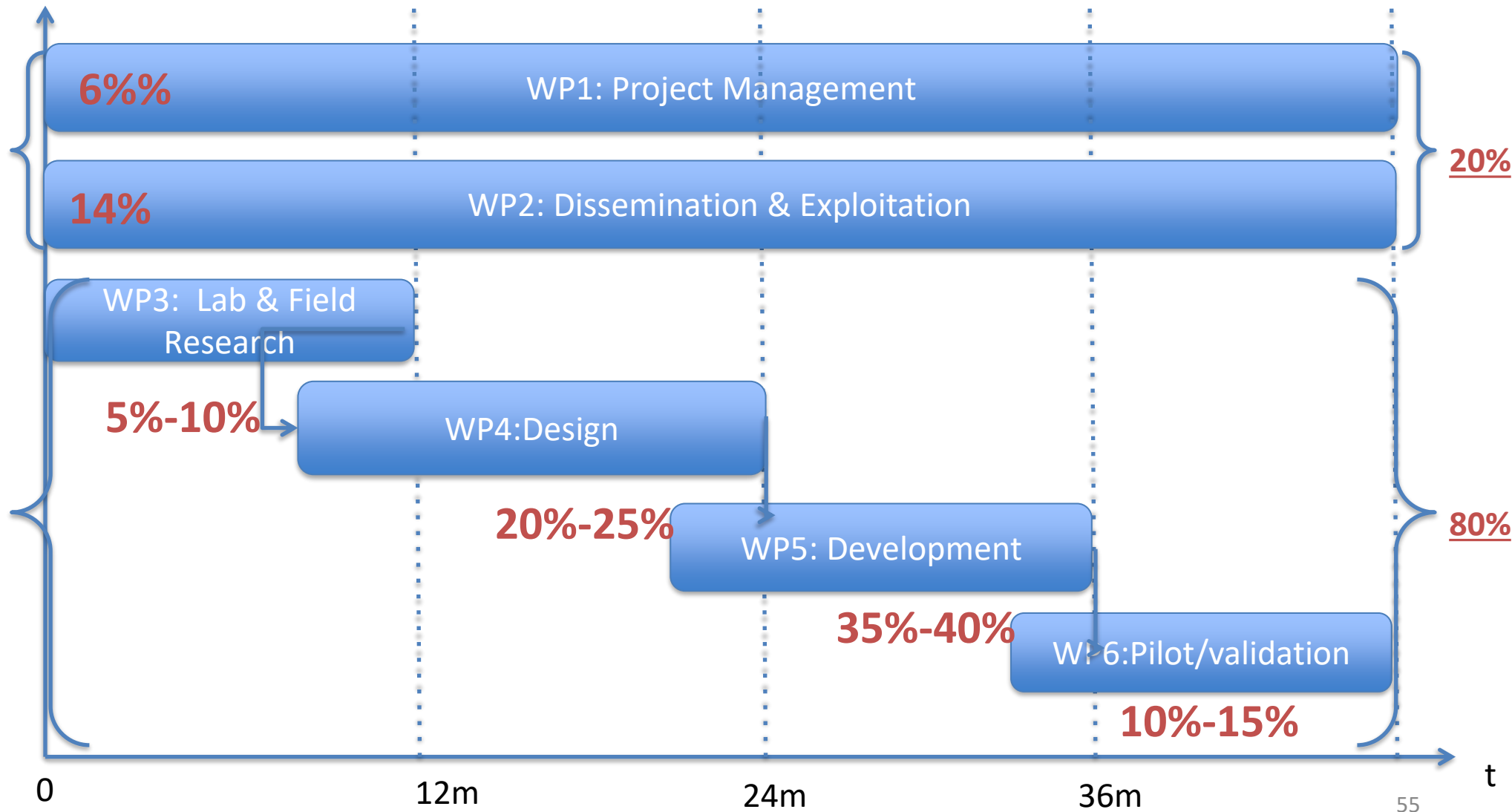
- **RIA – Research and Innovation Action**
 - Research activities receive ~70% of the funding and
 - Innovation activities receive ~30% of the funding
- **IA – Innovation Activities**
 - Research Activities receive ~30% of the budget and
 - Innovation Activities receive ~70% of the budget



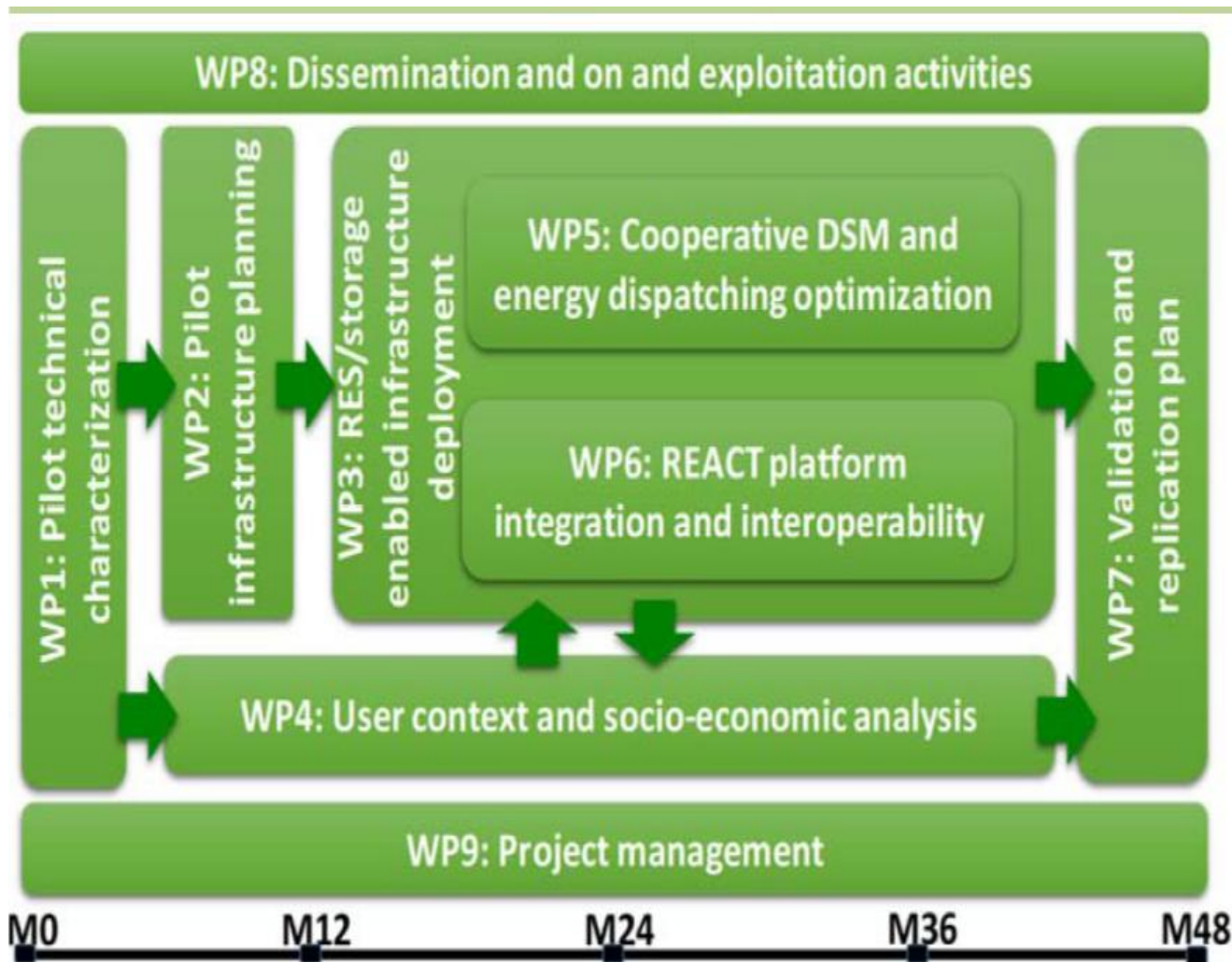
80-20 Rule in Horizon Europe

- (~6% of budget) Coordination Activities involve management at
 - Project level by the various Project Coordinators (Administrative one, Technical one, Quality Manager, Ethics Manager, etc)
 - Group level (e.g. Advisory group leader, Stakeholders group leader, Ethics Group leader, etc) and at
- (~14%) DEC & Impact activities involve
 - Dissemination and Exploitation coordination,
 - Communication coordination
 - Dissemination & exploitation Activities by all partners (incl.
 - Communication Activities by all partners
 - Continuous reporting, monitoring and performance of DEC activities
 - Achievement of the specific expected impacts/benefits (ones mentioned in the HEU call topic)
 - Achievement of general expected impacts/benefits (Europe Europe priorities, social ones, environmental ones, etc)
 - And possibly some other specific activities depending on the project focus
- (80%) Implementation activities involve in general
 - Research Analysis
 - User Needs Analysis
 - State of the Art Analysis
 - Design
 - Development
 - Validation/Testing
 - Re-development/finetuning and
 - possibly repetition of some of all above activities in the context of the implementation cycle

E.g. Example of Effective allocation of resources



80-20 & 30-70 Budget Rules

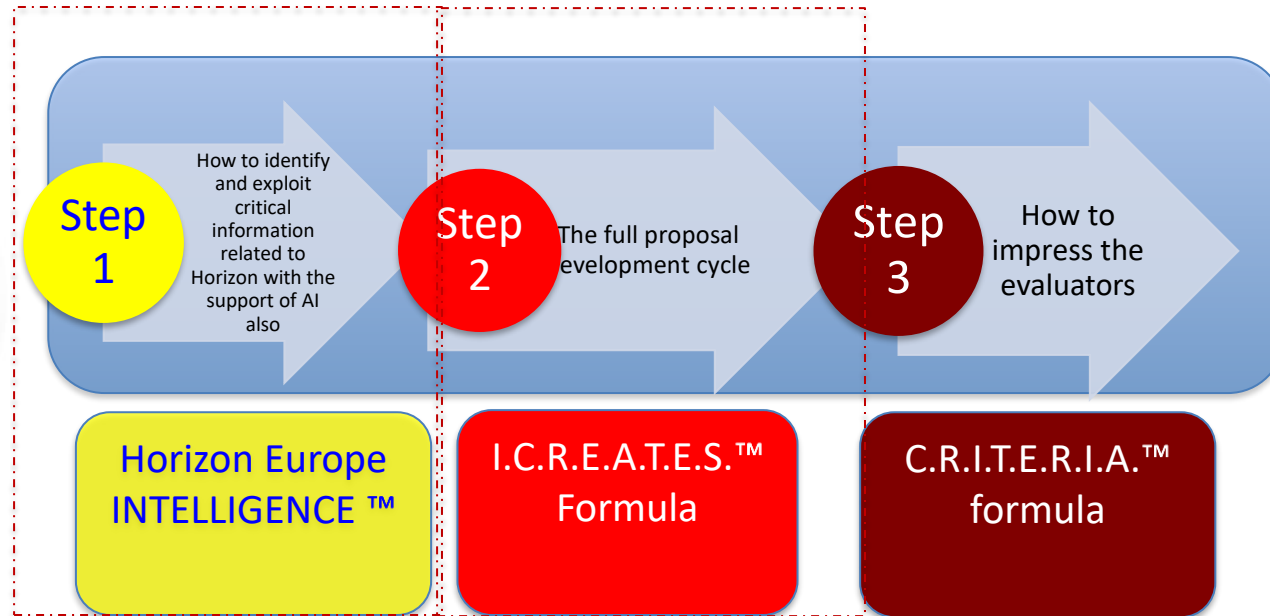


80-20 Rule

- 20% WP9 and WP8
 - 6% WP9, 14% WP8
- 80% WP1, WP2, WP3, WP4, WP5, WP6, WP7
- **Innovation Actions 70%**
Innovation and 30% Research
 - 30% WP4, WP1, WP2
 - 70% WP3, WP5, WP6, WP7

How a winning Horizon proposal should be developed

From Struggle



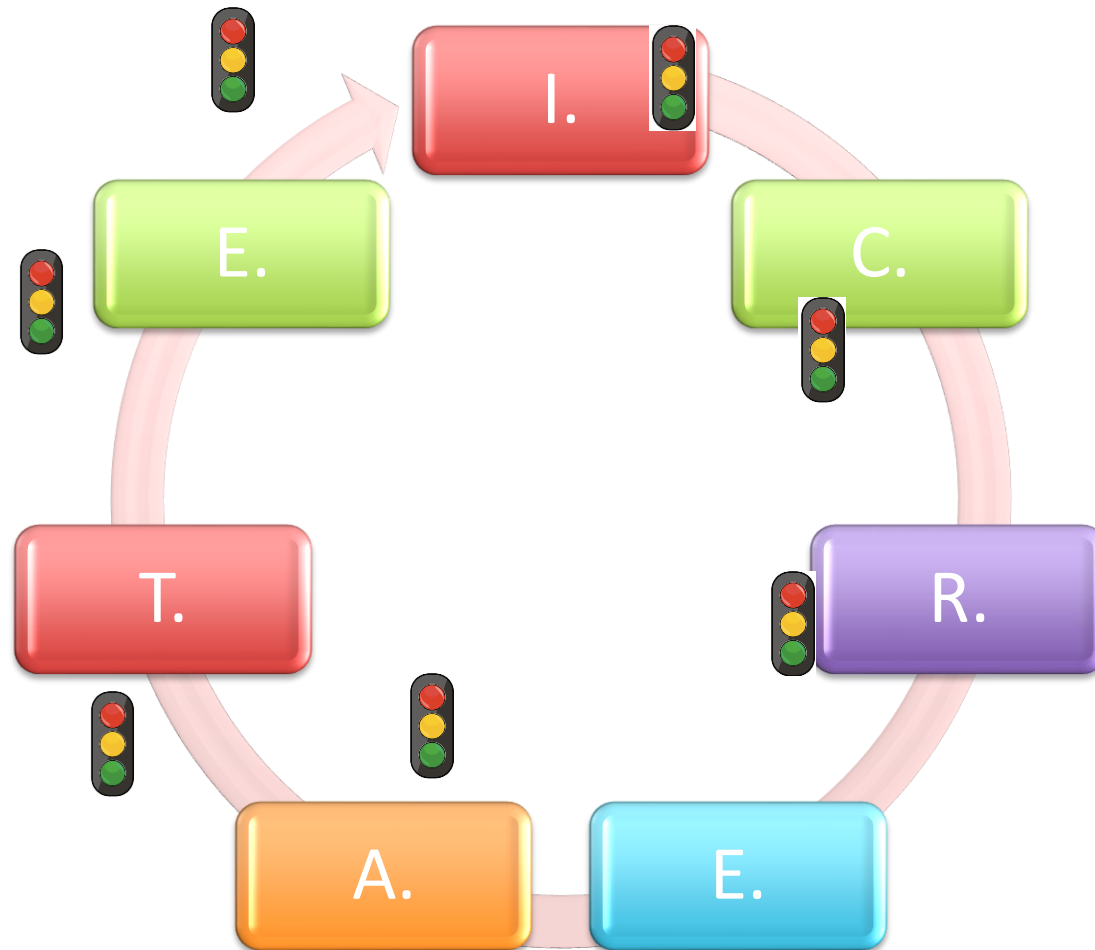
To Success



Step 2: Building Intelligence

Understand how a proposal is prepared and submitted in Horizon Europe (I.C.R.E.A.T.E.S.TM formula) as a partner and as a coordinator

The Full Proposal Development Cycle



The I. Element from the I.C.R.E.A.T.E. System



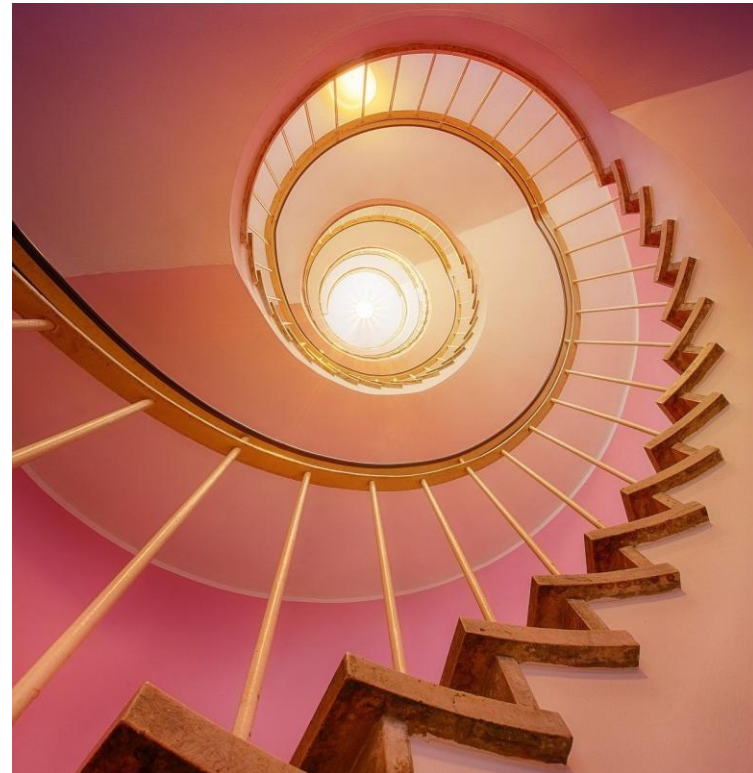
Winning proposals and successful projects start with an **I. Idea** that supports 7 principles

How to create Intelligent ideas for an Horizon Europe call

7 Idea principles for an Intelligent idea

Intelligent Idea supports the following 7 principles

1. A key scientific, economic or social challenge related to the targeted call topic
2. Mission & Vision of you and your core team
3. Knowledge and solutions with high impact related to the targeted call topic
4. Novel for research, industry or society based on related targeted call topic
5. New horizons for research, industry or society
6. Challenging but feasible to be achieved
7. Not possible to be implemented by others now



The **C**. Element from the I.**C**.R.E.A.T.E.S. System

The **C.** Element from the I.C.R.E.A.T.E.S. System

C. Connections

- **Input** to Connections is our idea (3-4 sentences) that we have internally validated.
- **Output** is to externally validate the idea



Key players to connect with in Horizon Europe

Whom to connect with:

1. **Horizon Europe National Contact Points**
2. **EC Officials related to the targeted call**
3. **Horizon Europe experts: Announced in Horizon Europe reference documents**



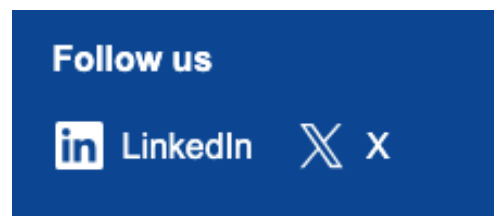
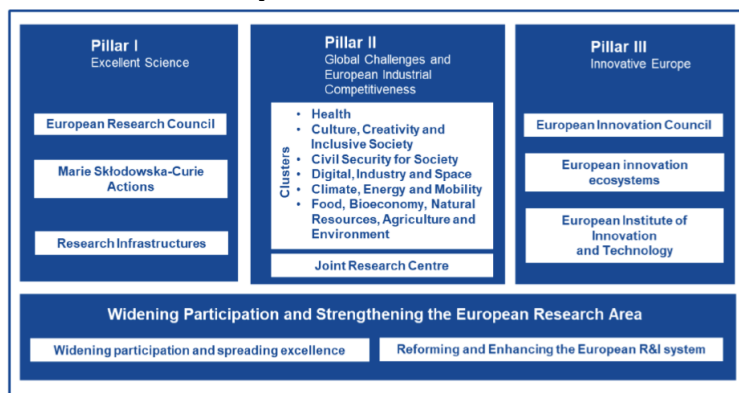
Apply the following actions for better connections with any of the 3 groups!



- ✓ *Approach an individual always with a real compliment but only based on the following structure*
 - ✓ *Give a compliment on something actual, i.e. on the presentation just given or the clear answers provided to Q&A session as such*
 - ✓ *I liked your presentation/the way you answered the questions/your profile and especially because ...*
 - ✓ *Then ask the following:*
 1. *Could I have just one minute of your time?*
 2. *This is our proposal idea, do you think it is attractive under this call? [if not an NCP] We have discussed it already with our NCP but some further direct feedback from your side would really be helpful*
 3. *What else would you suggest that I must consider?*
 4. *[if not an EC official/NCP] ask whether interested to join your initiative [if applicable]*
 5. *Focus to have a short follow-up virtual meeting to discuss [if applicable]*

N.B. The above applies also in any offline communication also, e.g. Via email.

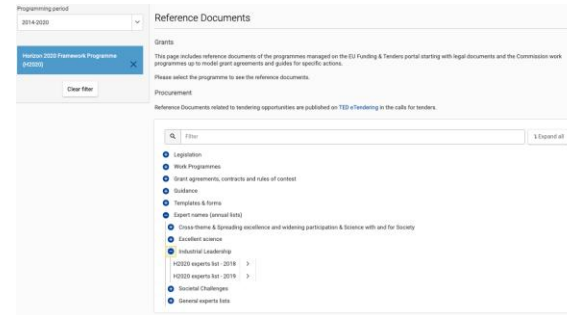
Hint: Follow-up Events and News and their social media channels of European Executive Agencies for Horizon Europe



- [European Climate, Infrastructure and Environment Executive Agency](#)
 - Pillar II: Cluster 5: Climate, energy and mobility
- [European Health and Digital Executive Agency](#)
 - Pillar II: Cluster 1: Health
 - Pillar II: Cluster 4: Digital, industry and space
- [European Research Executive Agency](#)
 - Pillar I: Marie Skłodowska-Curie Actions
 - Pillar I: Research Infrastructures
 - Pillar II: Cluster 2: Culture, Creativity and Inclusive Society
 - Pillar II: Cluster 3: Civil Security for Society
 - Pillar II: Cluster 6: Food, Bio-economy, Natural Resources, Agriculture and Environment
 - Widening participation: Spreading excellence and widening participation
 - Strengthening the European Research Area: Reforming and enhancing the European R&I System
- [European Innovation Council and SMES Executive Agency](#)
 - Pillar III: The European Innovation Council (EIC) and European Innovation Ecosystems
- [European Research Council Executive Agency](#)
 - Pillar I: The European Research Council (ERC)

Identify EC Experts related to the targeted call

1. Go to [Reference Documents](#) and look for experts (For now only applicable for [H2020](#) and [Horizon Europe](#))
2. Download the latest lists
3. Identify ones related to your proposal research keyword, e.g. obesity
 - Heberto Ríos Treviño
 - Denisa Eglantina Duta
 - Veronica Isabel Llor Gomez
 - Clara Talens
 - Gabriela Voskerician
4. Use google, researchgate, linkedin to find more about them and their track records in your research keyword as well as their contact details, i.e. google [Full name and research keyword] e.g.
 - Denisa Eglantina Duta, National Institute of R&D for Food Bioresources IBA Bucharest, Romania, denisa.duta@bioresurse.ro
 - Clara Talens, Senior Researcher. New Foods, Nutritional and Health Claims, Pleasure and convenience, Food processing technologies and Customized food solutions for health prevention, ctalens@azti.es
 - Gabriela Voskerician, PhD, Chief Executive Officer, Optima Integrated Health, gabriela.voskerician@gmail.com
5. If interested in their profile, engage them as potential partners or external evaluators of your proposal idea, summary and/or final draft.



Homework-Hands On practice

Connect with the social media channels of the related Executive Agency of your interest(s)

Homework-Hands On practice

Identify experts and their contact details engaged by EC related to your interests

The **R**. Element from the I.C.R.E.A.T.E.[™] System

An elaborated idea considers FULLY the related call documentation

An elaborated idea considers FULLY the related call documentation

1. Horizon Europe Workprogramme from [Reference documents](#) and especially the *General Introduction*, the related *Destination Introduction* the targeted *call topic* description
2. Horizon Europe Programme Guide from [Reference documents](#)
3. [Orientations Official document](#) with more info on the expected impacts
4. [Frequently Asked Questions](#) (important!) by participants on Horizon Europe targeted call. Raise your own questions at the [Research Enquiry Service](#)
5. Material from [infoday events](#) (presentation slides, referenced documents, links in the slides/videos and questions answered)
6. Guide for submission and proposal evaluation from [Reference documents](#)
7. An outlook on the application template from [Reference documents](#)
8. Outlook on previously related projects funded (from [CORDIS](#)/mindmap) and especially those that may be referenced in the infoday slides or in the workprogramme so far
9. [Evaluation Material](#) (if applicable for [EC experts](#))



ALWAYS Read the WHOLE call topic carefully

HORIZON-CL5-2022-D3-01-03: Advanced manufacturing of Integrated PV

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of around EUR 16.0 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 32.00 million.
<i>Type of Action</i>	Innovation Actions

¹³⁰ [COM\(2020\) 474 - Critical Raw Materials Resilience: Charting a Path towards greater Security at Sustainability](#)
¹³¹ [Critical Raw Materials for Strategic Technologies and Sectors in the EU - A Foresight Study](#)
¹³² Financial close occurs when all the project and financing agreements have been signed and all the required conditions contained in them have been met. It enables funds to start flowing so that project implementation can actually start. It includes, but it is not limited to, permitting and planning approval outstanding technical design issues, remaining key project and financing documents, and fund approval. More information can be found at: <https://www.eib.org/epec/g2g/ii-procurement/32/323/index.htm>
¹³³ <https://www.h2020-bridge.eu/>

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Horizon Europe - Work Programme 2021-2022 Climate, Energy and Mobility

<i>Admissibility conditions</i>	The conditions are described in General Annex A. The following exceptions apply: The page limit of the application is 70 pages.
<i>Eligibility conditions</i>	The conditions are described in General Annex B. The following exceptions apply: In order to achieve the expected outcomes and safeguard the Union's strategic assets, interests, autonomy or security and create a European competitive advantage (Clean Energy Competitiveness Report accompanying the 2020 State of the Energy Union Report), participation to the topic is limited to legal entities established in Member States, associated countries and OECD countries. Proposals including legal entities which are not established in these countries will be ineligible.

HORIZON-CL6-2022-BIODIV-01-05: Intercropping – understanding and using the benefits of complexity in farming and value chains

Specific conditions

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

- the proposal should demonstrate how the project will result in practical knowledge, approaches or tools, made easily understandable and accessible, and how this free material for practice will feed into the existing dissemination channels most consulted by the (end-) users of the project results in the countries and regions;
- for topics linked to Intervention Area 3, for EU-wide communication, this knowledge should also be assembled in a substantial number of 'practice abstracts' in the common EIP format⁴ of the European Innovation Partnership (EIP) 'Agricultural Productivity and Sustainability' (EIP-AGRI);
- for other topics, this EIP may also be used if they are covered under its innovative areas⁵, as may other similarly effective solutions for dissemination through the main existing dissemination channels targeting (end-)users;
- for topics linked to Intervention Area 3, involvement, as much as possible, of interactive innovation groups operating in the EIP-AGRI context, such as EIP-AGRI Operational Groups funded under Rural Development Programmes.

Food, Bioeconomy, Natural Resources, Agriculture and Environment

<i>Indicative budget</i>	The total indicative budget for the topic is EUR 16.00 million.
<i>Type of Action</i>	Research and Innovation Actions
<i>Eligibility conditions</i>	The conditions are described in General Annex B. The following exceptions apply: The following additional eligibility criteria apply: The proposals must use the multi-actor approach. See definition of the multi-actor approach in the introduction to this work programme part.

The R. Output from the I.C.R.E.A.T.E.™ System

The output of the Read action/step should be a **well-structured summary of the call topic** with the following indicative information:

- Scope of topic
- Priorities to be funded
- Eligibility Criteria
- Submission Deadline
- Evaluation Criteria
- Key documents (links to consider)
- Previously projects funded similar to your project idea
- Financials - Call budget/indicative Proposal Budget, expected projects to be funded
- Contact details of EC, NCP representatives and/or an expert to provide you further feedback



The **E.** Element from the I.C.R.**E.**A.T.E.[™] System

The **E**. Element from the I.C.R.E.A.T.E.™ System

- **E** - Executive **ate** the essentials of your proposal idea and approach in 2 pages summary as shown in the next slide:
- Output of this step is the **proposal summary**.
- It can be described in a word document or via a mindmap



How to build sections in your proposal summary based on the call topic description in Pillar 2 Cluster calls

Use of the P.O.W.E.R.[™] tool

Key challenges/Problems should be identified and quantified in the proposal for assessing by the project end their achievement level

Expected Outcome: This topic aims at supporting activities that are enabling or contributing to one or several impacts of destination 1 “*Staying healthy in a rapidly changing society*”. To that end, proposals under this topic should aim for delivering results that are directed, tailored towards and contributing to some of the following expected outcomes:

• Researchers, developers of medical interventions, and health care professionals have a much better understanding of basic biological pathways (genetic and epigenetic blueprints) conferring susceptibility to and protecting against overweight/obesity, i.e. how genetic, epigenetic, environmental, socio-economic and lifestyle factors interact to drive or prevent the transition from normal weight to overweight/obesity throughout the life course.

• Health care professionals, national/regional/local public authorities and other relevant actors (e.g. schools, canteens, hospitals, work places, shopping malls, sport centres):

◦ Have access to, adopt and implement evidence-based clinical guidelines, best practices, coordinated, pan-European, multidisciplinary preventive strategies policy recommendations and/or new policies to fight overweight/obesity and their co-morbidities throughout the life course.

◦ Have access to and make use of a robust outcomes framework and tool-kit for standardised collection of economic and cost data related to the prevention and treatment of overweight/obesity and its co-morbidities at population level across European regions and countries.

◦ Adopt and implement tailor-made prevention campaigns to tackle overweight/obesity, including campaigns for improving integration of health

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Horizon Europe - Work Programme 2021-2022
Health

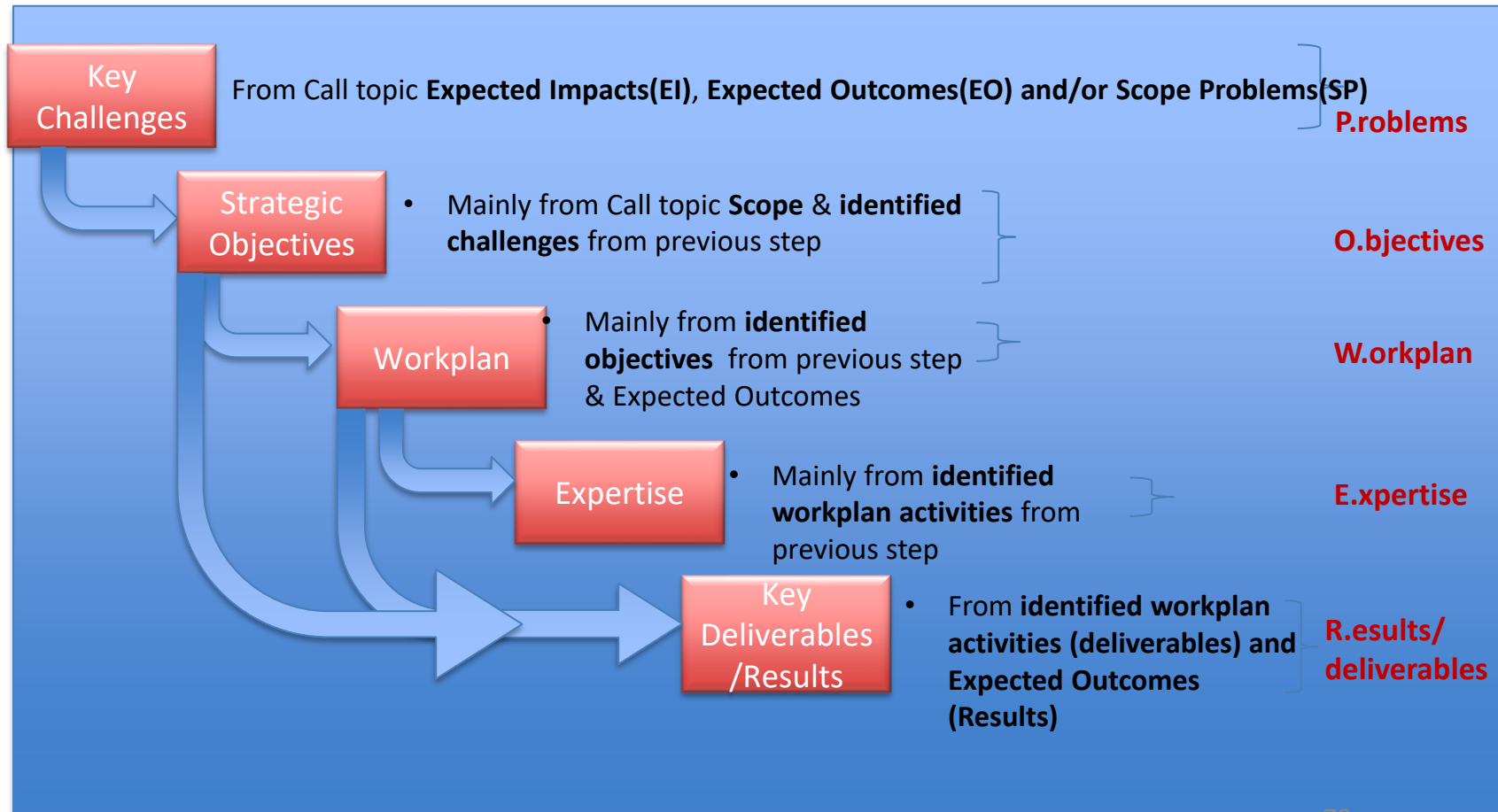
education into academic learning and raising awareness of health care providers and citizens.

• Citizens have access to and make use of new tools and services to make informed decisions about lifestyle choices that will prevent them from becoming overweight/obese.

Expected Outcomes => Key challenges NOW=>quantified data & qualitative analysis at EU and at partners' countries)

1. Lack of concrete knowledge on the basic biology of obesity and new ways to prevent it (how much we know on the basic biology of obesity?)
2. Any current evidence-based clinical guidelines, best practices, pan-European, multidisciplinary preventive strategies, policy recommendations to fight obesity and its co-morbidities in life?
3. If so, how effective they have been (each one)?
4. Any processes, initiatives, tools/tool-kit for standardized collection of economic and cost data related to the prevention and treatment of obesity/its co—morbidities?
5. If so, how effective they have been?
6. Any tailor-made prevention campaigns to tackle obesity
7. Any campaigns for integrating health education into academic learning
8. How effective these campaigns have been (each one)?
9. Any tools and services for empowering citizens to make responsible decisions about their lifestyle choices for not becoming obese?
10. If so, how effective they have been (each one)?

P.O.W.E.R.™ Technique in



Proposal Summary Uses



A great proposal summary (max 3-3.5 pages) is your main tool for

- Receiving on your project
- Engaging **competent partners** (if applicable/necessary)
- Including **supporters** and **funders** (e.g. getting **Letters of Support** from **Key Stakeholders**)
- A great **foundation** for a great proposal
- Engaging **resources** for developing further the proposal

The **A.** Element from the I.C.R.E.**A.T.E.**™ System

Consortium building strategies

The **A.** Element from the I.C.R.E.**A.T.E.**™ System



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Tips!



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- ✓ *In this way, the high value of your project is significantly enhanced*
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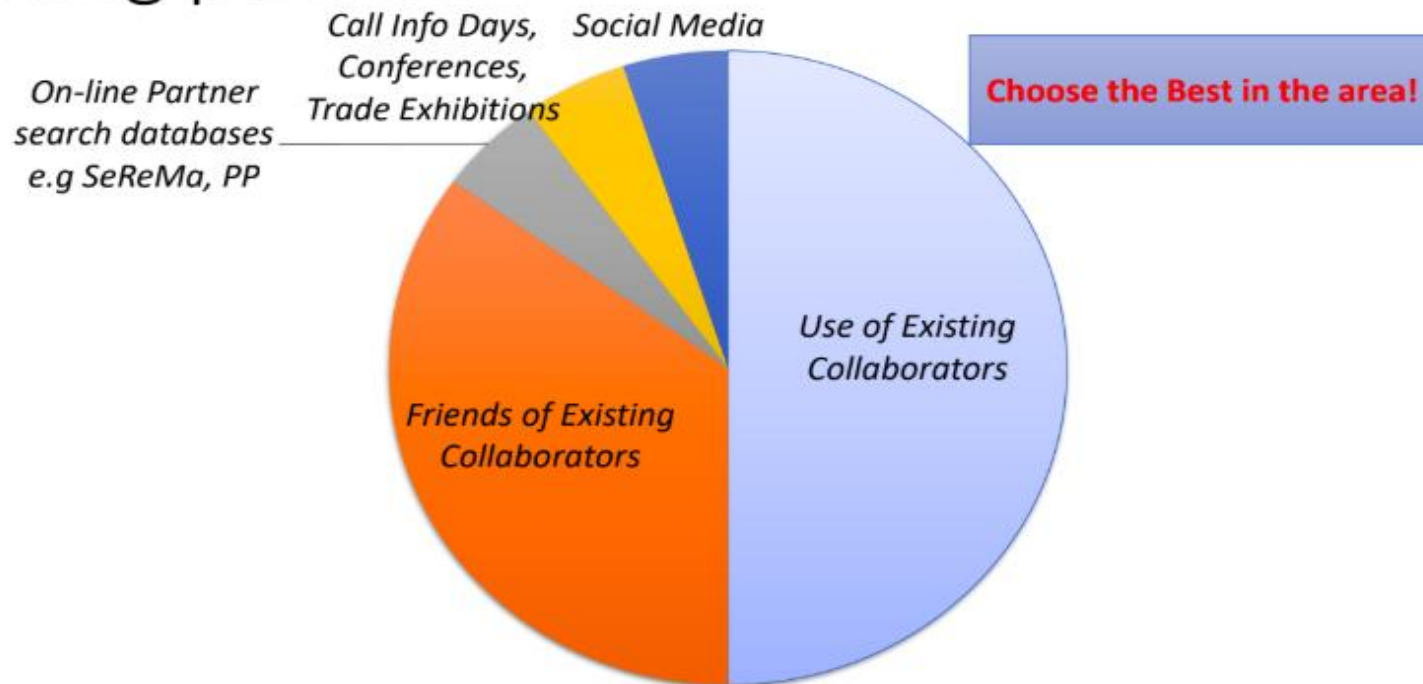
The **A.** Element from the I.C.R.E.A.T.E.[™] System

- A. **Attract** competent consortium
- B. **Sources** for competent direct and indirect partners
 - Your own network
 - Partner Search Facilities
 - Related events (infodays/brokerage events)
 - Social Media (related Linkedin and Facebook groups) – very useful if exploited properly
 - Compendia/Summaries of previously funded projects!!! - (very useful)



Partners' Sources

Finding partners



Source: SEMINAR PROGRAMME HOW TO SUCCEED IN HORIZON 2020 AND OTHER INTERNATIONAL RTD PROGRAMMES, Vilnius Mar2019

The T. Element from the I.C.R.E.A.T.E.TM System

Proposal drafting and budgeting essentials

The T. Element from the I.C.R.E.A.T.E.™ System

T. Transform an empty application form into a great and winning proposal

- Have on board the full proposal development team
 - Coordinator (Proposal Leader)
 - The proposal writing team (Ensure expertise on both Excellence and Impact)
 - Administrative Assistant (Secretary)
 - External evaluator
- Have all administrative sections (PICs, completion of part A, collection of partners data) by an admin support person [Check here for instructions by EC](#)
- Use the proposal Summary as the Foundation of the full proposal
- Assign who is responsible to write what
- Start first on giving the main ideas as bullet points in each section/sub-section of the proposal
- Set an internal deadline to complete the full proposal around 2 weeks before the official deadline submission for time to get feedback on the overall quality
- Have your proposal externally evaluated and address feedback before submission
- Upload a draft version of your proposal 2 days before the submission deadline to check all data is validated!



The **E.** Element from the I.C.R.E.A.T.**E.**[™] System

The E. Element from the I.C.R.E.A.T.E.™ System

E. _____ the final draft by an external, i.e. someone that hasn't been involved in the preparation of the proposal

- Possible candidates:
 - A colleague
 - An external expert
- **Output:** The final proposal ready to be submitted



Tip!



Evaluation feedback should be critical and based on

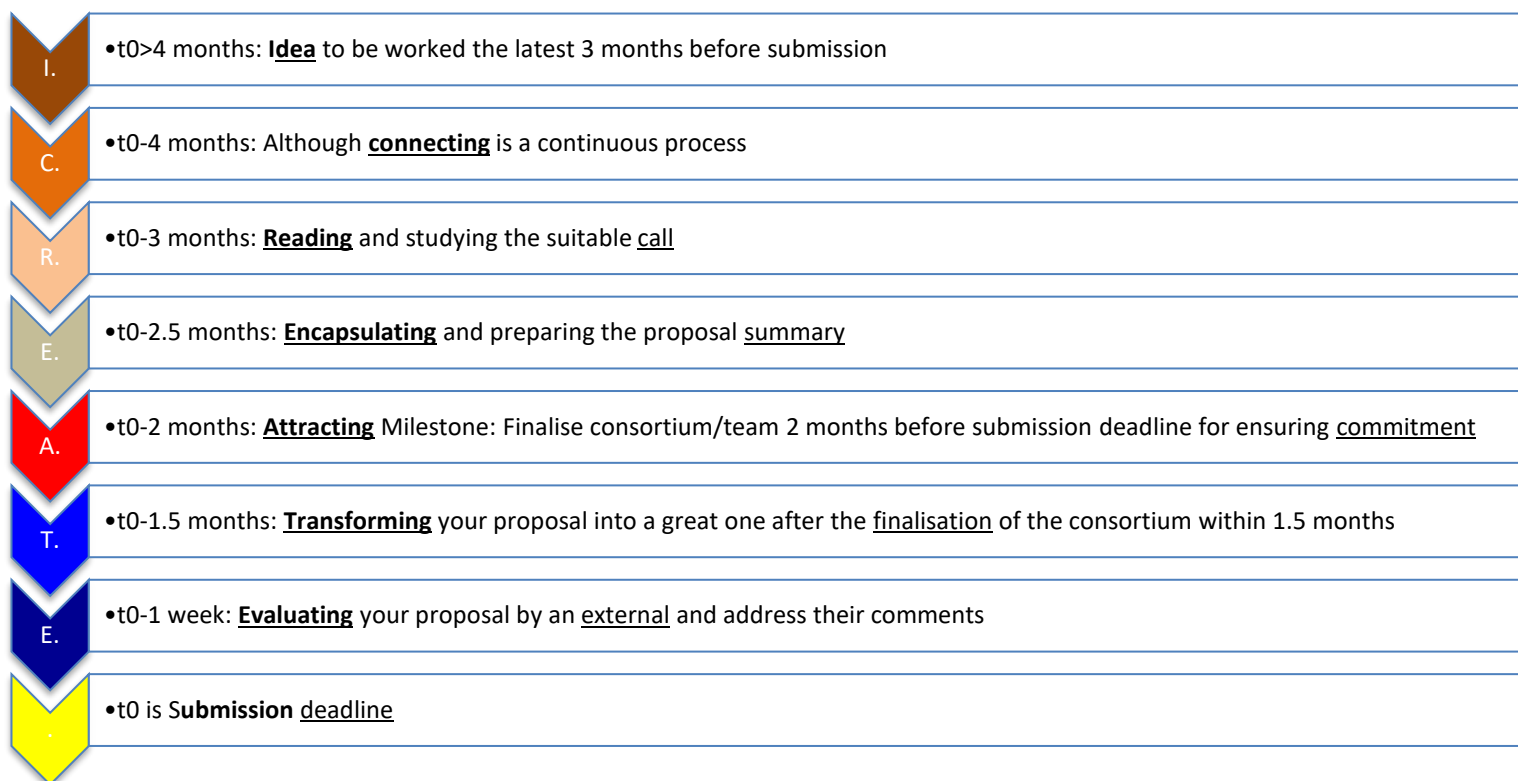
- How convincing the proposal is against each subsection criterion
- On weaknesses on the approach based on the text provided
- Evaluation can also take place earlier on the proposal summary and/or on the proposal idea

You address the evaluation feedback

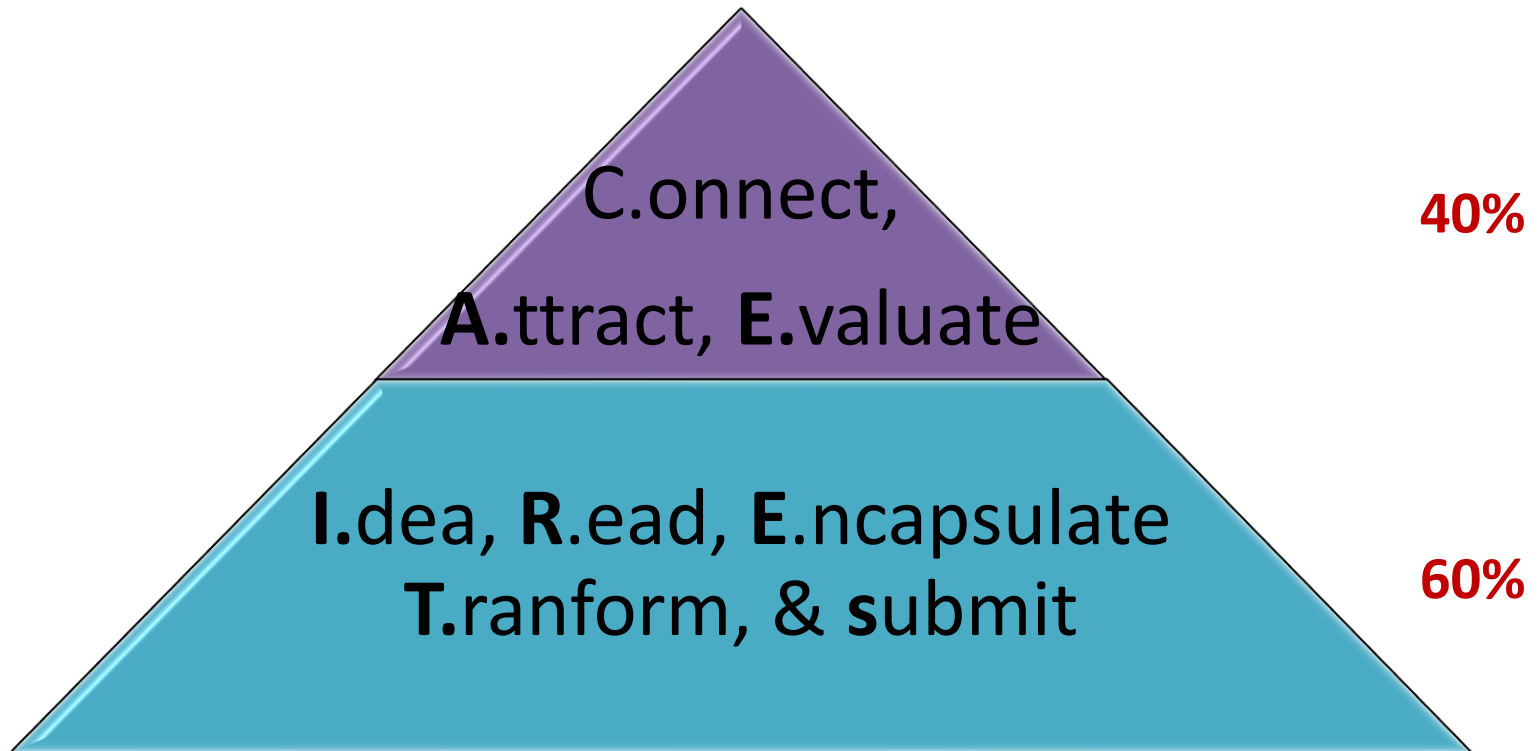
and ...
S. Submit the final proposal

- Send a '_____' you message to all partners
- Tidy-up your office and e-folders
- Last but not least – **Celebrate** with your team that supported you!

I.C.R.E.A.T.E.TM Timeline (thumb rule)

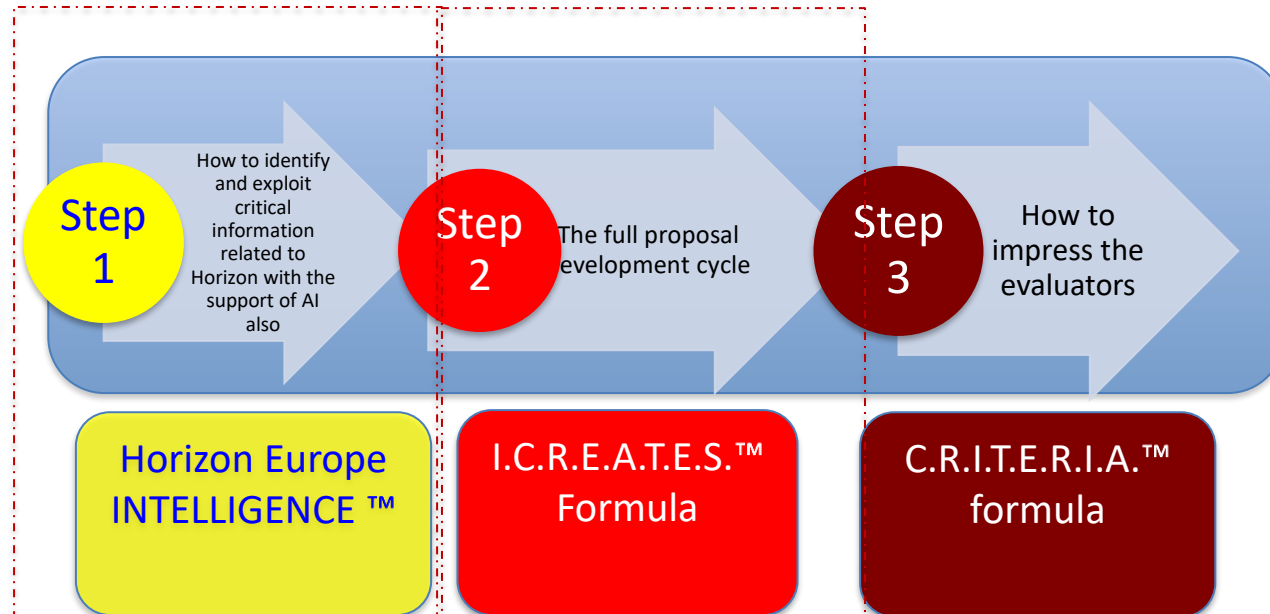


As rule of thumb: Effort for reaching the top
as coordinator



How a winning Horizon proposal should be developed

From Struggle



To Success

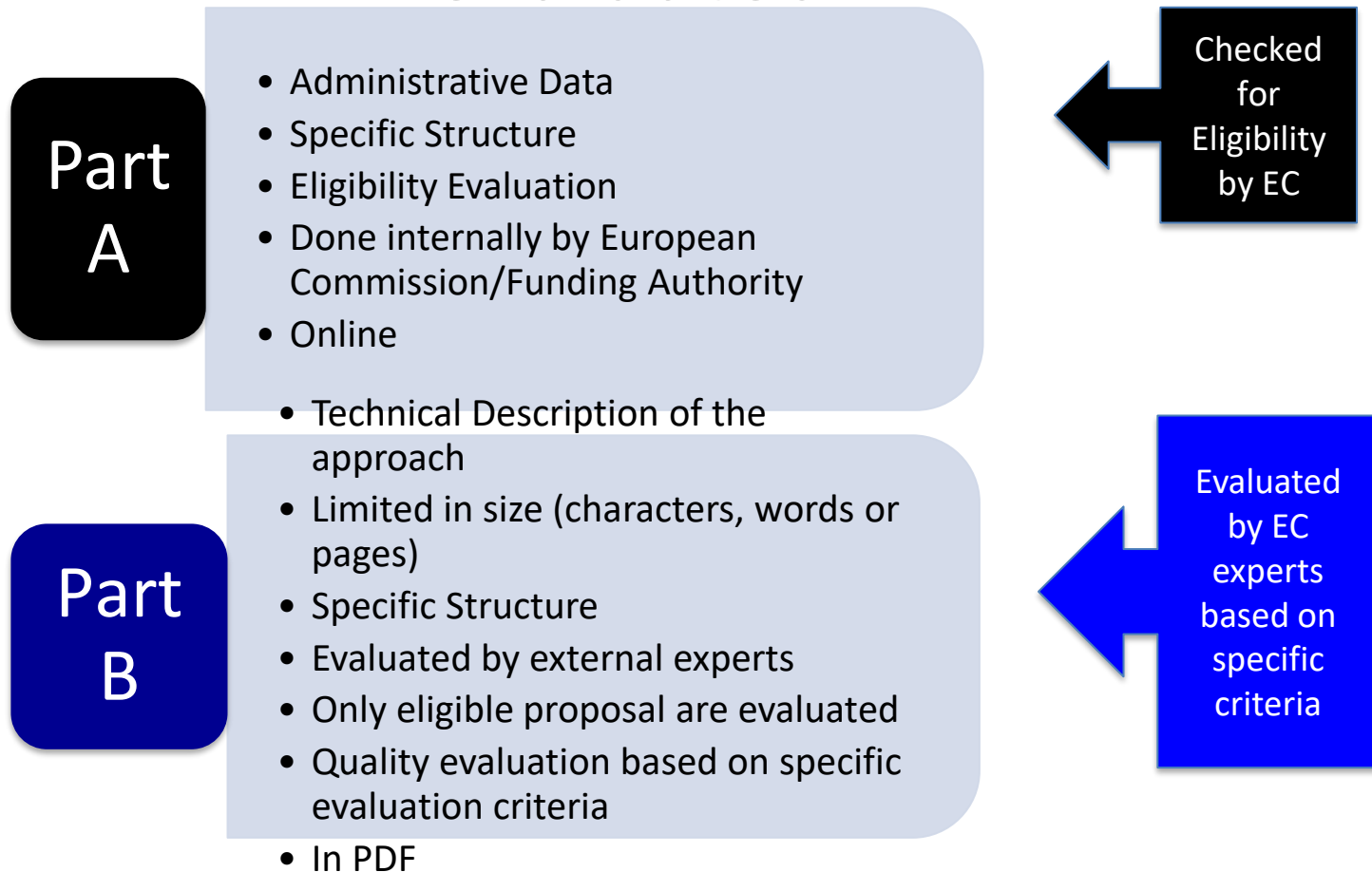


How to impress the evaluators

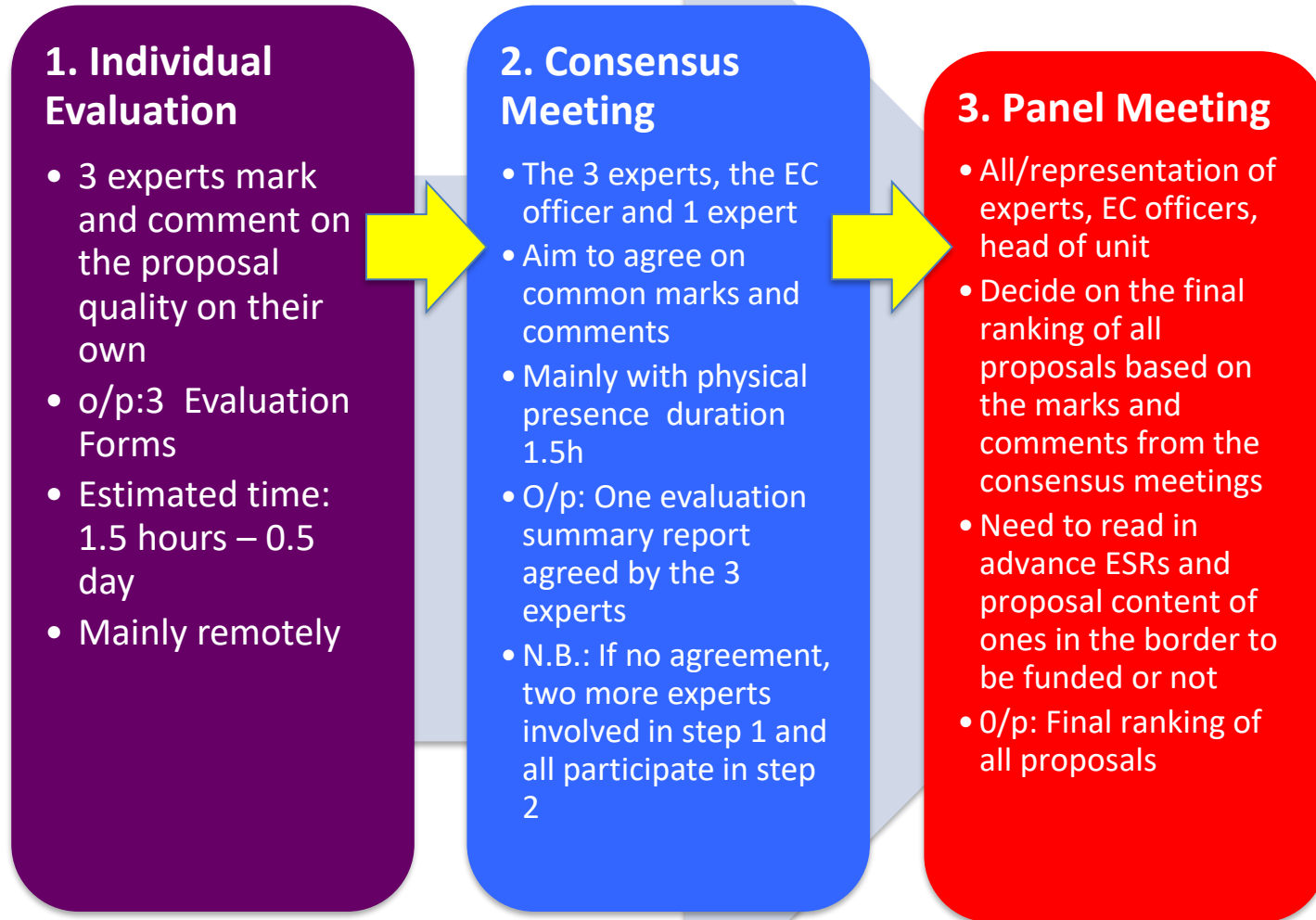
Step 3

Understand what evaluators want to see in
an Horizon Europe proposal (C.R.I.T.E.R.I.A.)
for success in Pillars I, II & III

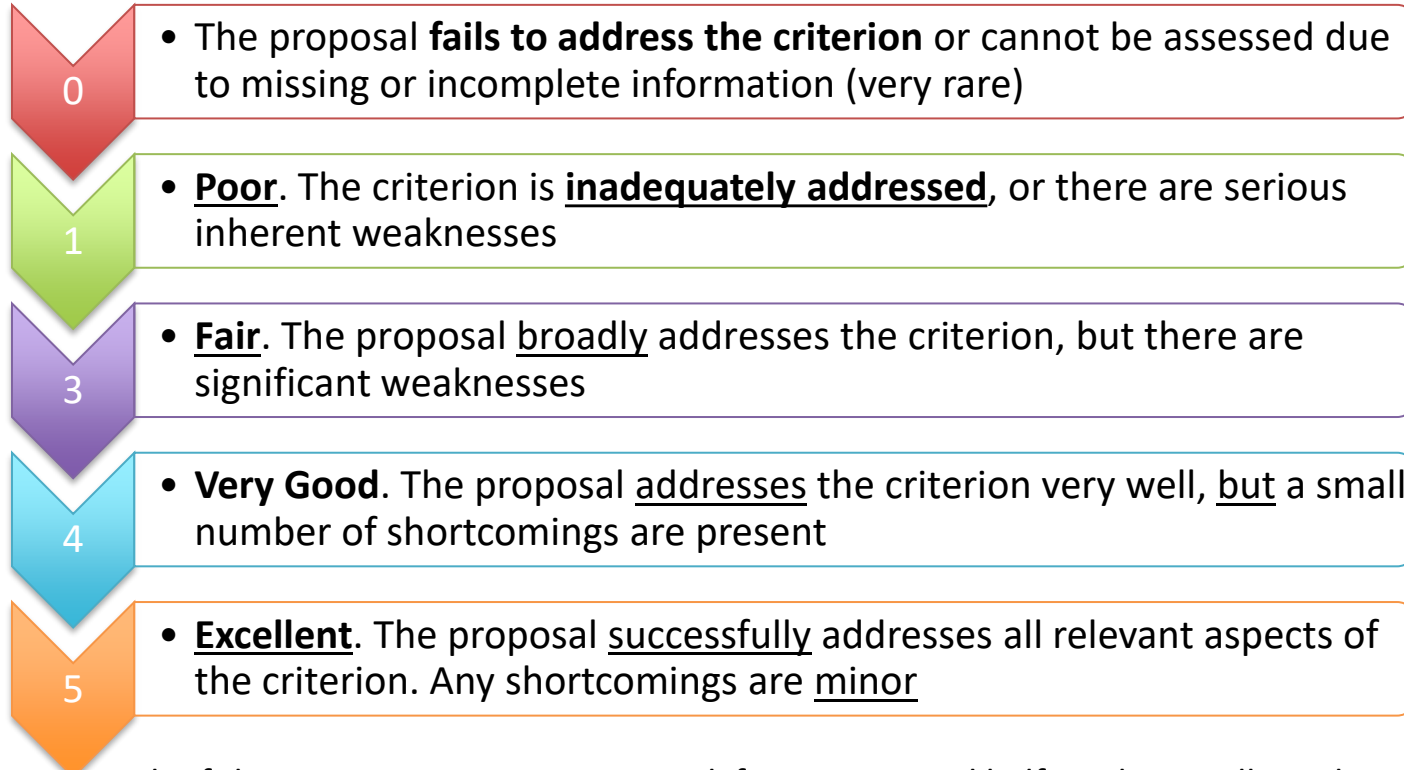
Proposal Structure to be evaluated



Evaluation Process



Interpretation of the scores



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 Horizon Europe proposals have around 14,5 or above total mark!**

What Evaluators look first (1/3)

- ✓ Abstract

- ✓ Why this, Why now, why you, why in this way?

- ✓ Consortium composition

- ✓ Has the coordinator (person) a high profile in their field

- ✓ Do all the partners have a key role and the proper expertise?

- ✓ Is the consortium balanced (interdisciplinary)?

- ✓ How many have worked together before (track record)

What Evaluators look first (2/3)

- ✓ Are the objectives clear?
- ✓ Am I impressed by reading the first page?
 - ✓ By end of 1st page, do I know what they want to do, why and its impact?
- ✓ TRLs status
 - ✓ What is the current TRL and does it get increased by around 2 levels?
 - ✓ Is there a flow diagram of how each wp/phase will increase the TRL of its outputs?
 - ✓ Are the increases of TRLs realistic?
- ✓ State of the Art
 - ✓ Is your proposed work really SoA?
 - ✓ Is there evidence (Facts and figures, indicators)
- ✓ Multidisciplinary
 - ✓ Are the expected results the work of contributions from different scientific domains
- ✓ Are the WP leaders the best qualified to do this?

What Evaluators look first (3/3)

- ✓ Resources to be committed
 - ✓ Is there a paragraph explaining the overall budget structure?
 - ✓ Have they flagged up cheap/expensive consumables/equipment?
 - ✓ Is there any external funding? (whether organisation Y is providing an extra 0.5M EUR (welcome by experts))
 - ✓ Is there an explanation on why partner X has low and partner Y high costs (very common among countries with low and high salaries)?
 - ✓ Are subcontractor and third party costs well explained?

General C.R.I.T.E.R.I.A. Formula

General C.R.I.T.E.R.I.A.TM Formula

- C. s
- R.
- I.
- T.
- E.
- R.
- I.
- A.



Citations/references

- What is the difference between a claim and a fact?
- Citations/references transform claims into facts!
- Experts are not supposed to _____ne!
- Hence, evidence on your arguments is supported by citations/references

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. _____
- I. _____
- T. _____
- E. _____
- R. _____
- I. _____
- A. _____



Useful Resources

- **Rapid Press** of EC, europa.eu/rapid/search.htm
- **Industry related magazines**, publications from related industry/topic bodies e.g. www.marketresearch.com/ or www.profound.com/
- **Scientific papers databases** or alternatively Google scholar scholar.google.com/, www.researchgate.net and www.academia.edu
- **Journal ranking Databases:** [SCIMAGO](http://scimago.org), [SCOPUS](http://scopus.com), Web of Science
- **European observatories**, e.g. European Observatory on Health Systems and Policies, www.euro.who.int/en/about-us/partners/observatory
- **EU policies, strategies, actions plans per sector** at <https://ec.europa.eu/growth/sectors/>
- **Public deliverables** e.g. on user needs, state of art analysis, exploitation from other related european funded projects (check compendia, CORDIS cordis.europa.eu/home_en.html)
- **Sites with statistics** <http://ec.europa.eu/eurostat> Statista.com, [http://ec.europa.eu/eurostat indexmendi.com](http://ec.europa.eu/eurostat/indexmendi.com), stats.oecd.org, trends.google.com
- **European Parliament Committees** (Supporting analyses at <http://www.europarl.europa.eu/committees/en/supporting-analyses-home.html>)
- **Policy Roadmaps and Impacts Assessments** (e.g. Google *Policy Roadmap robotics* -> .pdf *Strategic Research Agenda for Robotics in Europe*)

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Information
- T. Time
- E. Effort
- R. Relevance
- I. Impact
- A. Accessibility



Interesting/Inspiring

- Avoid e voice
- Use of “I” in individual grants mainly and “we” in collaborative projects
- Avoid incremental objectives such as “... *to improve current..*”
- Use statements with strong words such as “*breakthroughs*”, “*novelty*”, “*promising*”, ... as a start or at the end of your **justification**.
- Avoid the clutter:.e.g. many, very, few, ...
- Use the first and last paragraphs per section to convey the core ideas
- Apply the **VPS** or **PSV** storyline
- Make it more personal!



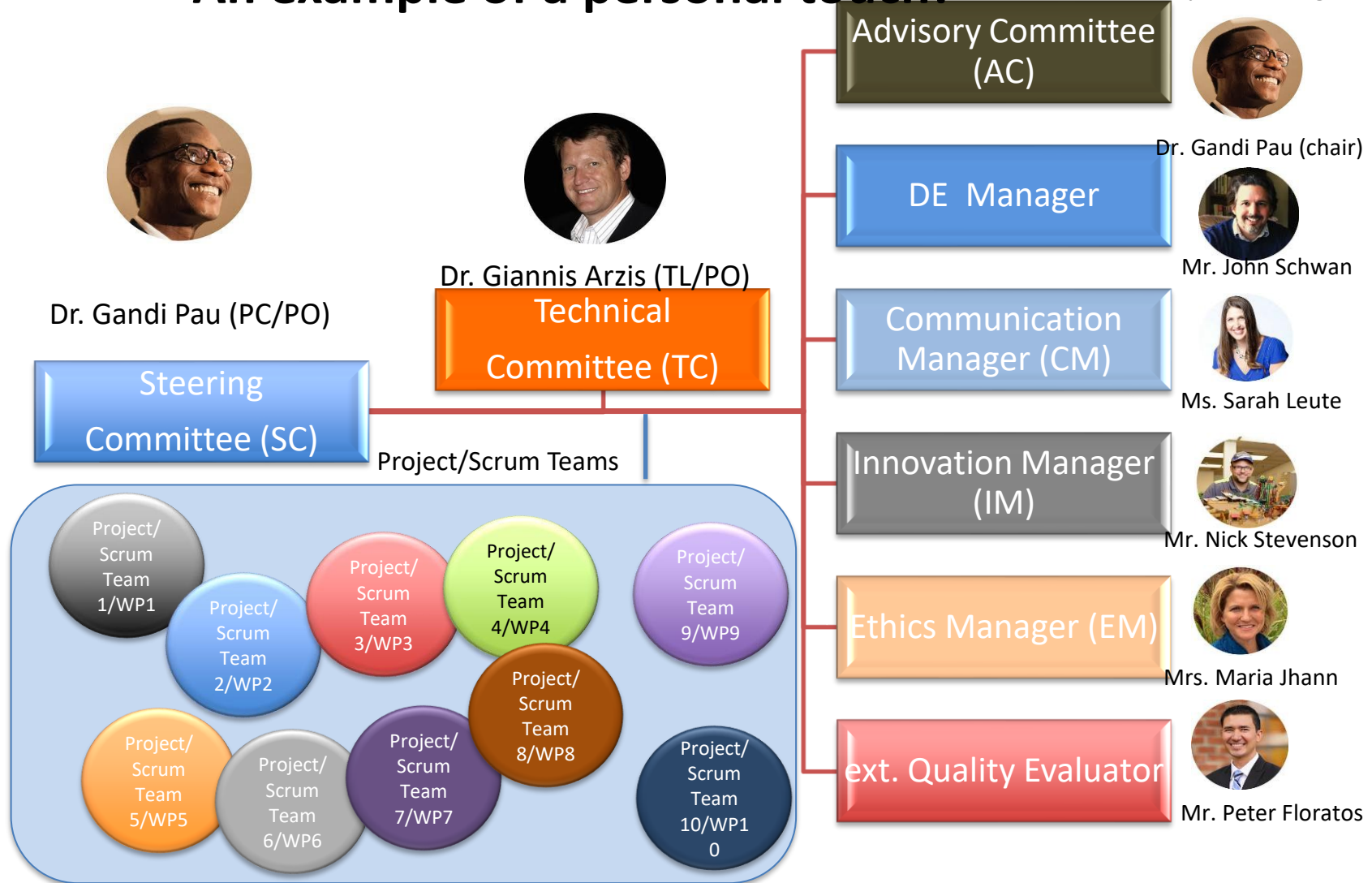
Inspiring/Interesting

- An experiment in Australia on the accuracy of cancer diagnosis from x-ray images (mammographs) by physicians/doctors
- Accuracy was increased ~30% when physicians/doctors were shown a photo of the patient (even a fake one) along with the x-ray image



An example of a personal touch!

Profile photos/logos



General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Targeted/Specific
- E.
- R.
- I.
- A.



Tangible

- Tangible= Measurable + Specific
- Tip: Anything that can be measured, is specific
- Tangible (Measurable + Specific) CAPTION:
 - Challenges
 - Activities
 - Results
 - Targets/KIGs
 - Impacts
 - Objectives



Tangible

Fit-All Text should be avoided

Be as specific as you can. General statements of the type “...The draft plan presented herein contains measures to be implemented both during and after the project. These measures will address the full range of potential users and uses including research, commercial, investment and environment and are tailored to the specific technical, market and organizational issues addressed. The aforementioned draft plan will be then updated through project execution. Concerning dissemination of results, such activity will be conducted under the dedicated tasks in WP7, as agreed to by all members of the consortium. Three main target audiences for the dissemination of project results have been identified: 1) Scientific community; 2) Industry; and 3) General audience. As for those audiences the main aim is to provide free access to the information in order to wider impact. ...” are hated by the reviewers!!!

Source: TH2020II/CERTH



Tangible Challenges & Objectives

C.A.R.T.I.O.

Tangible Challenges and Objectives

European/Global Challenges or Opportunities/potential	Project Specific Objectives	Key Performance Indicator by EoP
Ch1: There has been considerably less research activity targeted to the actual cause of major CVDs (<i>especially in strokes</i>) and their complex genetic basis and as a result, limited progress has been made in this front. Although, the complex genetic basis of some of the inherited cardiovascular conditions, such as, the cardiomyopathies is widely accepted, it remains far from being elucidated.	Obj.1: to identify single or multiple gene variants of high biological significance or other key molecules associated with <i>the ischemic stroke</i> that would allow for accurate stratification of patients and guide the physician in their clinical management and monitoring of this CVDs	At least one gene variant on ischemic stroke
Ch2: Already identified gene variants can demonstrate variable expressivity (clinical phenotype severity), challenging the clinical interpretation of the variants identified in a patient and the selection of the therapeutic tool. As per the major common diseases such as heart attack and atrial fibrillation, the genetic basis is incompletely understood.	Obj.1 as above	
Ch3: Lack of novel therapies for major CVD conditions such as ischemic stroke,, for which no effective treatments are currently available	Obj.2: to identify novel targets based on the identified variants for specific <i>ischemic stroke</i> indication(s) that would allow for the development of first in class therapies for the same indication; Obj.3: to seek for novel technological solutions that could contribute to the development and acceleration of first in class therapies <i>for ischemic stroke</i> for which no effective treatments are currently available	5 related novel targets Validation of one such solution based on 100 animal tests in the lab
Op1: Cardiogenomics holds the potential to address existing gaps in the diagnosis and treatment of cardiovascular diseases (CVD) and especially for strokes, which would enable better outcome for the patient. Advanced genetic testing taking into account complex inheritance, or combining genetic testing, transcriptomics, proteomics and metabolomics analysis with clinical phenotype can improve clinical management of the CVD and identify more accurately, who is likely to be at risk for major cardiovascular events such as heart failure or sudden death .	Obj. 1 Obj.2 Obj. 3	

Specific objectives should SMARTI: Specific, Measurable, Achievable, Realistic, Time bound, Innovative



Tangible Activities

C.A.R.T.I.O.

Tangible Activities

Main Project Activities	Milestones/Key performance indicators (Means of verification of achievements)
<i>Various activities at low Technology Readiness Levels 1-3), up to proof of concept or up to TRL 4 (technology validated in the lab), see example below from LION-HEARTED project</i>	
Synthesis and functionalization of novel organic semiconducting materials targeted to cardiac regeneration.	
Experimental and theoretical description of material/CV cells phenotypes interface processes, in dark and upon light.	
Demonstration that organic nanotechnology and light in synergy trigger the reparative process in vitro.	
Design, realization and engineering of functional interfaces for in vivo use	
In vivo test on mice models of CV diseases and validation of the approach.	
Proof of concept LION-HEARTED interfaces for implantation in pigs	



Tangible Results

C.A.R.T.I.O.

Tangible Results

Project <u>objectives</u>	Related Workpackage activities	Necessary <u>Resources</u> and Expertise	Expected Projects <u>Results</u>	Milestones
			<p>Proof of principle: The main ideas of the envisioned future technology are feasible by validating its scientific and technological basis</p> <p>Top-level scientific publications in open access</p> <p>Formal protection of the generated Intellectual Property (e.g. a patent application)</p>	

Bad examples by EC in the Horizon Europe Pathfinder full proposal template!

Table 3.2d: 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:

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**
- 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”



Tangible Targets

C.A.R.T.I.O.

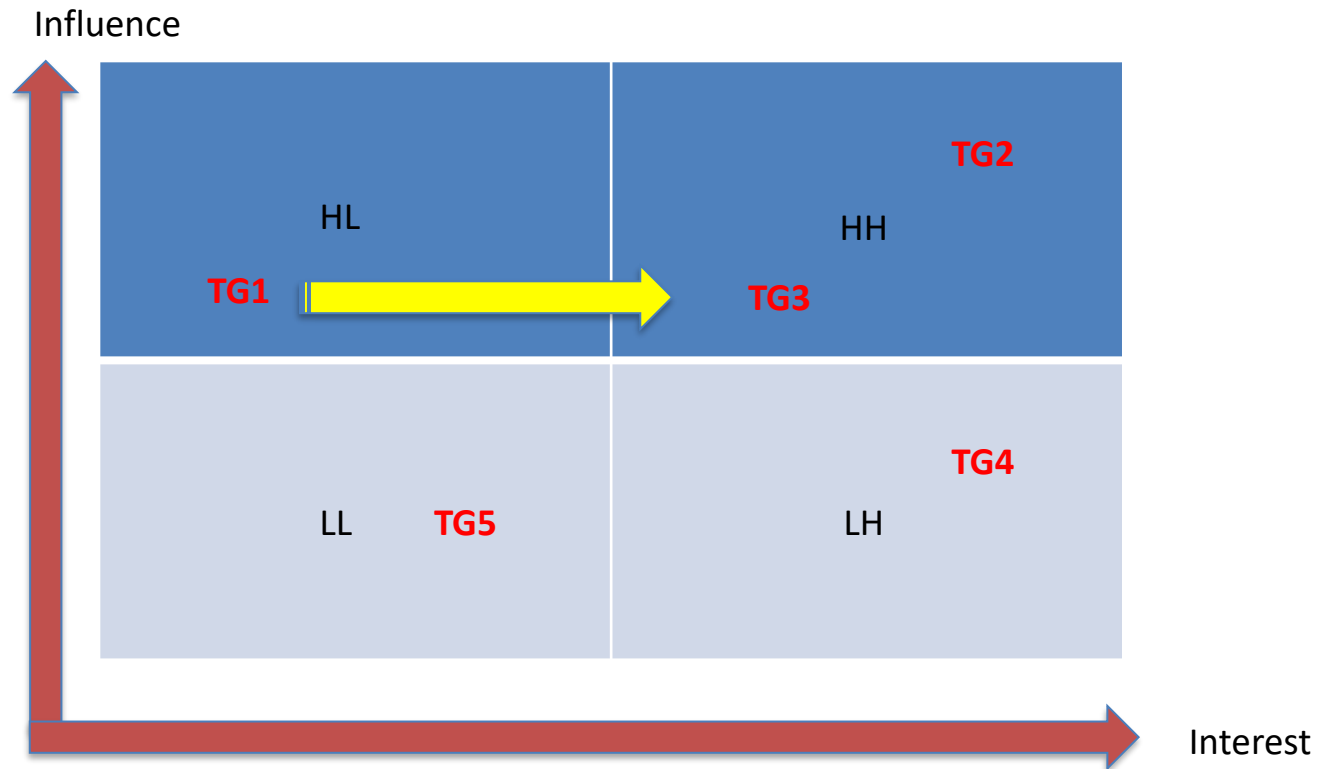
Tangible Target groups



- 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 “Europarlamentarians involved in the design of the new [...] policy 2030”

Target Groups' Analysis

Analyse and describe whom to prioritise/focus and why based on the following table/analysis





Tangible Impacts

C.A.R.T.I.O.

Tangible Impacts

No.	Expected Project Results	Target groups	Expected benefits by EoP*	Future benefits after EoP*	How and When	Success Indicators
1		<i>Stakeholders Impact beneficiaries</i>			<i>How our project will achieve the expected benefits by EoP and after EoP</i>	
...						
...						
		Each partner				

*In Pillar II call, the expected outcomes and Impacts are specified in the call and in the related guide

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Expectation/Access
- R.
- I.
- A.

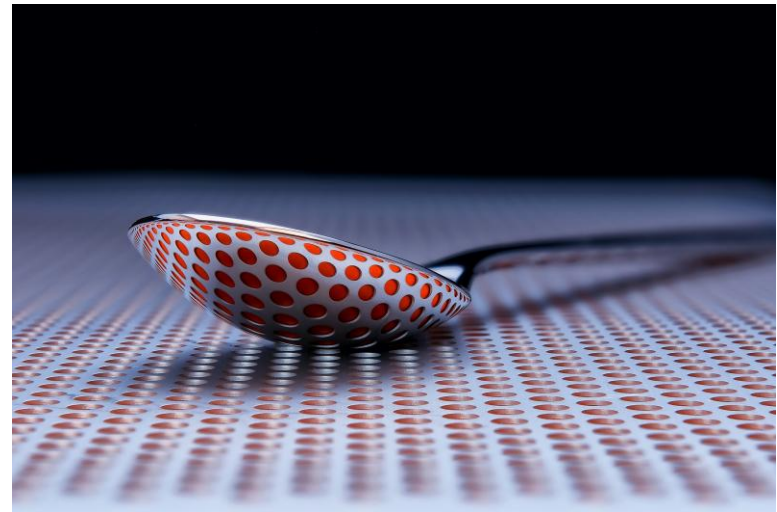


Encapsulate/Abstract

Abstract is the first thing most of evaluators read. It is limited in words and formatics. Hence, concise and impressive based on key information (Answer the 4 Whys):

1. Why this project? (i.e. Apply the PSV)
2. Why now? (why it is urgent to deal now and not in some years from now)
3. Why in this way? (why with with this methodology/approach)
4. Why you? (and why not others)

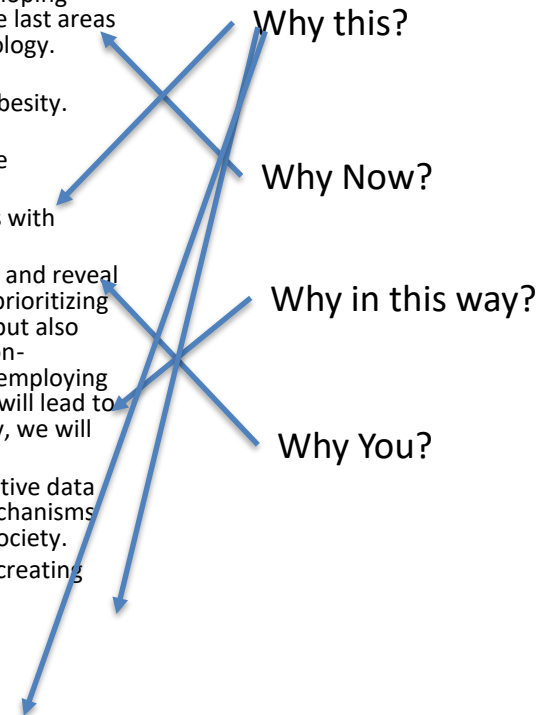
Avoid copy and paste from the proposal section!!



Example - PHC-03-2015 - Understanding common mechanisms of diseases and their relevance in co-morbidities

CoCA - Comorbid Conditions of Attention deficit / hyperactivity disorder

- Understanding mechanisms underlying comorbid disorders poses a challenge for developing precision medicine tools. Psychiatric disorders are highly comorbid, and are among the last areas of medicine, where classification is driven by phenomenology rather than pathophysiology.
- We will study comorbidity between the most frequent psychiatric conditions, ADHD, mood/anxiety, and substance use disorders, and a highly prevalent somatic disease, obesity.
- ADHD, a childhood-onset disorder, forms the entry into a lifelong negative trajectory characterized by these comorbidities. Common mechanisms underlying this course are unknown, despite their relevance for early detection, prevention, and treatment.
- Our interdisciplinary team of experts will integrate epidemiologic/genetic approaches with experimental designs to address those issues.
- We will determine disease burden of comorbidity, calculate its socioeconomic impact, and reveal risk factors. We will study biological pathways of comorbidity and derive biomarkers, prioritizing two candidate mechanisms (circadian rhythm and dopaminergic neurotransmission), but also leveraging large existing data sets to identify new ones. A pilot clinical trial to study non-pharmacologic, dopamine-based and chronobiological treatments will be performed, employing innovative mHealth to monitor and support patients' daily life. Integration of findings will lead to prediction algorithms enhancing early diagnosis and prevention of comorbidity. Finally, we will screen to repurpose existing pharmacological compounds.
- Integrating complementary approaches based on large-scale, existing data and innovative data collection, we maximize value for money in this project, leading to insight into the mechanisms underlying this comorbidity triad with its huge burden for healthcare, economy, and society.
- This will facilitate early detection and non-invasive, scalable, and low-cost treatment, creating opportunities for substantial and immediate societal impact.



Source: EC/Cordis

General C.R.I.T.E.R.I.A. Formula

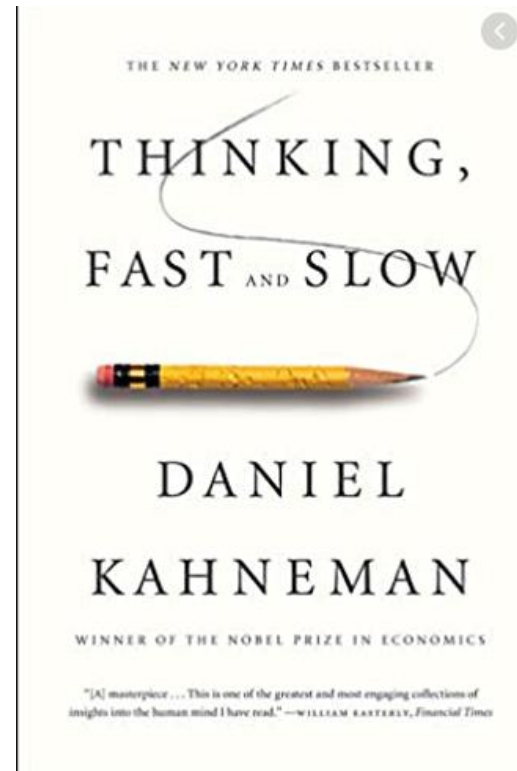
- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4W)
- R. Restructuring
- I.
- A.



The power of “Cognitive Ease”

When you are in a state of cognitive ease, you are probably in a good mood, like what you see, believe what you hear, trust your intuitions, and feel that the current situation is comfortably familiar.

[Daniel Kahneman, Thinking Fast and Slow]



Restructuring content

Application Template

1. Excellence

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

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

- Briefly describe the objectives of your proposed work. Why are they pertinent to the work programme topic? Are they measurable and verifiable? Are they realistically achievable?
- Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models. Where relevant, illustrate the advance by referring to products and services already available on the market. Refer to any patent or publication search carried out.
- Describe where the proposed work is positioned in terms of R&I maturity (i.e. where it is situated in the spectrum from 'idea to application' or from 'lab to market'). Where applicable, provide an indication of the Technology Readiness Level, if possible distinguishing the start and by the end of the project.

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

1.2 Methodology [e.g. 15 pages]

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

⚠ This section should be presented as a narrative. The detailed tasks and work packages are described below under 'implementation'.
- Describe any national or international research and innovation activities whose results will feed into the project, and how that link will be established; (e.g. 1 page)
- Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives. If you consider that an inter-disciplinary approach is unnecessary in the context of the proposed work, please provide a justification. (e.g. 1/2 page)

Part B - Page 26 of 22



Evaluation form

Excellence – aspects to be taken into account.

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

Impact – aspects to be taken into account.

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

Award criteria – aspects to be taken into account

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



Restructured Content

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)

Restructuring Excellence Section

Current RIA/IA Excellence structure in template

1. Excellence

1.1 Objectives and Ambition

1.2 Methodology

Excellence Evaluation Criteria in Evaluators' form

Excellence – aspects to be taken into account.

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

Restructuring Excellence Section

Restructured RIA/IA Excellence section structure

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1.1 Objectives and ambition ~4 pages

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1.1.3 TRL

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1.2.3 Interdisciplinary approach (0.5 page)

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1.2.5 Gender dimension (1 page)

1.2.6 Contributions to open science

1.2.7 Preliminary Data Management Plan (1 page max)

Excellence Evaluation Criteria in Evaluators' form

Excellence – aspects to be taken into account.

- Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious, and goes beyond the state of the art.
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Restructuring Impact Section

Current RIA/IA Impact structure in template

2. Impact

2.1 Project's Pathways towards impact

2.2 Measures to maximise Impact DEC

2.3 Summary Table

Impact Evaluation Criteria in Evaluators' form

Impact – aspects to be taken into account.

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

Restructuring 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)

Impact Evaluation Criteria in Evaluators' form

Impact – aspects to be taken into account.

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

Restructuring Implementation Section

Current RIA/IA Implementation structure in template

Implementation Evaluation Criteria in Evaluators' form

3. Implementation

3.1 Workplan & Resources

3.2 Capacity of participants and consortium as whole

3.3 Consortium as a whole

3.4 Resources to be committed

Award criteria – aspects to be taken into account

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

Restructuring 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

Implementation Evaluation Criteria in Evaluators' form

Award criteria – aspects to be taken into account

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

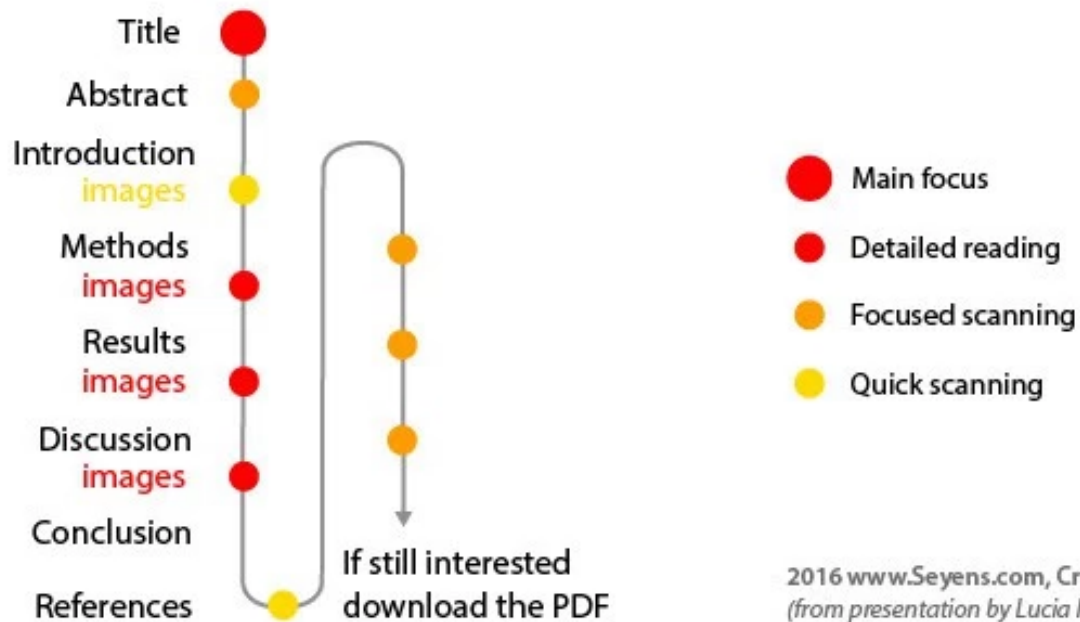
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- T. Tangible – Specific
- E. Encapsulation/Abstract (4W)
- R. Restructuring
- I. Illustrations
- A.



A good paradigm!

How scientists scan journal papers when they first see them



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(from presentation by Lucia Franco, ELSEVIER 2010)

Illustrations

- **1000 words** equal to one picture (Chinese proverb)
- Use **illustrations** (figures, charts, tables, diagrams, etc) to substitute or complement text
- Rule of thumb: One illustration per page
- Very powerful in showing Project concept, Research design/methodology, ...



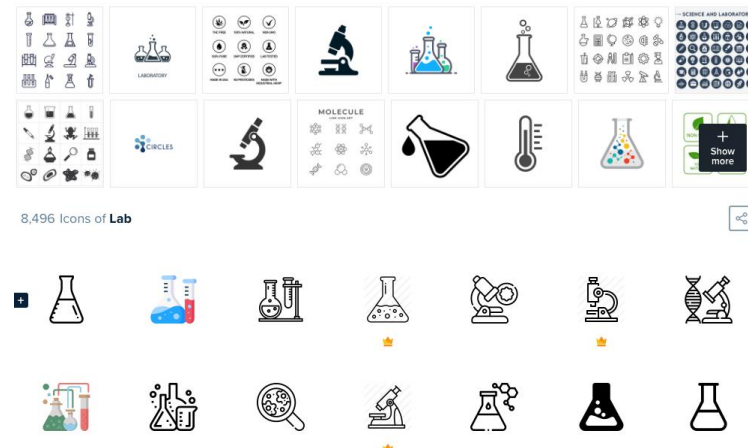
Illustration tools

- Use icons to draw your concept!. Use free icons from

www.flaticon.com/

&

<https://storyset.com/>



General C.R.I.T.E.R.I.A. Formula

- C. Citations
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- T. Tangible – Specific
- E. Encapsulation/Abstract (4W)
- R. Restructuring
- I. Illustrations
- A. Aesthetics



Aesthetics - Which is more impressive?

Use of bold,
frames, colour or
boxes for
highlighting key
information

Further innovative element of REGAME project is its well balanced consortium that it is the first serious initiative to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create a breakthrough in informal and formal training, workplace learning based on disruptive educational technologies and practices that are supported by related policy making and social and public processes.

Innovation no. 2

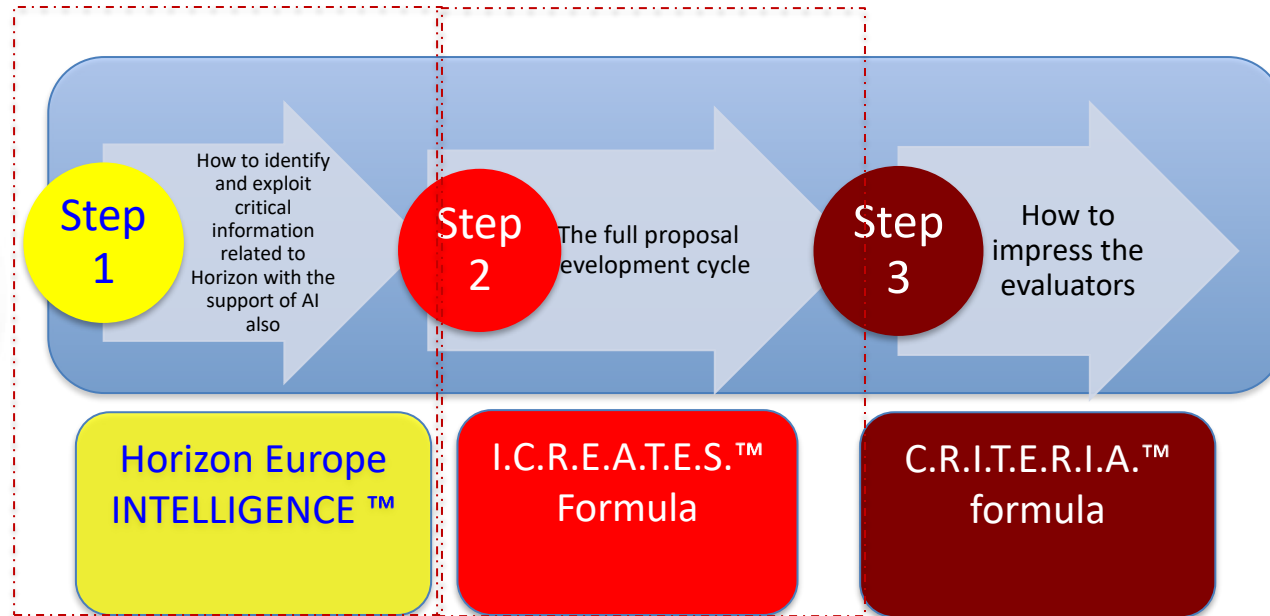
Further innovative element of REGAME project is its **well balanced consortium** that it is the **first serious initiative** to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create **a breakthrough in informal and formal training and workplace learning** based on **disruptive** educational technologies and practices that are supported by **related policy making and social and public processes**.

Innovation no. 2

Further innovative element of REGAME project is its **well balanced consortium** that it is the **first serious initiative** to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create **a breakthrough in informal and formal training and workplace learning** based on **disruptive** educational technologies and practices that are supported by **related policy making and social and public processes**.

How a winning Horizon proposal should be developed

From Struggle



To Success





Congratulations!

You did it! You are familiar now with the Intelligence behind Horizon Europe and you are in the top 20% of individuals active in this programme

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