



This project is co-financed by the European Union
and the Republic of Türkiye



Focus Group Training on Horizon Europe Master Horizon Europe Intelligence 16-17 April 2025 Trabzon



“Technical Assistance for Türkiye in Horizon Europe” Project

- The Project aims to increase Türkiye’s engagement and success in Horizon Europe by enhancing capacity, promoting collaboration, and creating a robust research and innovation ecosystem.
- Co-funded by the EU and Türkiye, the Project operates under the Competitive Sectors Program with the Ministry of Industry and Technology as the Contracting Authority and TÜBİTAK as the End Recipient of Assistance.

Key Objectives of the Project

01

Strengthen Türkiye's integration into Horizon Europe and future Framework Programs by developing the R&I ecosystem

02

Build capacity among key actors in the R&D ecosystem through targeted training, SME support, workshops, and advisory support

03

Facilitate networks and collaboration at the national and international levels through brokerage events, study visits, and advisory group meetings

04

Provide strategic insights through annual ERA reports and roadmaps for effective alignment with European priorities

05

Promote the spread of information, knowledge, and innovation through digital platforms and info days

HORIZON EUROPE

EURATOM

SPECIFIC PROGRAMME: EUROPEAN DEFENCE FUND

*Exclusive focus on
defence research
& development*

Research
actions

Development
actions

SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT*

Exclusive focus on civil applications



Pillar I EXCELLENT SCIENCE

European Research Council

Marie Skłodowska-Curie

Research Infrastructures



Pillar II GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

Clusters

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

Joint Research Centre



Pillar III INNOVATIVE EUROPE

European Innovation
Council

European Innovation
Ecosystems

European Institute of
Innovation & Technology*

WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

Widening participation & spreading excellence

Reforming & Enhancing the European R&I system

Fusion

Fission

Joint
Research
Center

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

*Türkiye is not involved in EUROPEAN DEFENCE FUND and EURATOM programmes.

Who is Nikolaos Floratos

- ♣ **Founder** of Funding Expert Academy (www.fundingexpert.academy) with programmes that master individuals in EU funding programmes and advance successful **proposal developers** across Europe
- ♣ **Active** in european funding industry since 1997 (**25+ years**)
- ♣ **EC** expert/evaluator since 2003 (**20+ years**)
- ♣ **Author** of the ebook “Learn from the Horizon 2020 champions” downloadable from www.NikolaosFloratos.com
- ♣ **Trained and coached hundreds** of organisations and thousands of professionals on exploiting successfully EU funds and advancing their sustainability
- ♣ Globally **recognised** as R&I coach in European research with hundreds of speeches and trainings in 34+ countries including overseas
- ♣ **2000+** linkedin recommendations and endorsements as R&I Coach and trainer at <https://www.linkedin.com/in/floratos/>
- ♣ Organiser and host of the Horizon Europe virtual summit (www.horizoneuropesummit.eu/) with training sessions by 35 top experts in Horizon Europe topics
- ♣ **Multidisciplinary** educational background with **five university** degrees (B.Eng, BA, M.Sc, MBA, PhD)
- ♣ Passionate with training and evangelist of “**Anyone** can achieve **anything** with the proper training & coaching”
- ♣ **Phd** in student **engagement** and **online courses**
- ♣ **Master in decomposing complex concepts** into easily to understand and apply step-by-step recipes



Get Introduced by your peer

1. Your name
2. Your expertise in European R&I funding programmes (Previous applicant or successful applicant, new applicant)
3. Your **research specialisation/keywords** (Research interests in one word each as specific as possible)
4. Your expectations from this course



Most researchers never even apply in Horizon Europe, the largest European Funding Programme for Research and Innovation. Why? Because the funding landscape feels complicated, unclear, or even intimidating.

But researchers who understand how Horizon Europe works have a huge advantage.

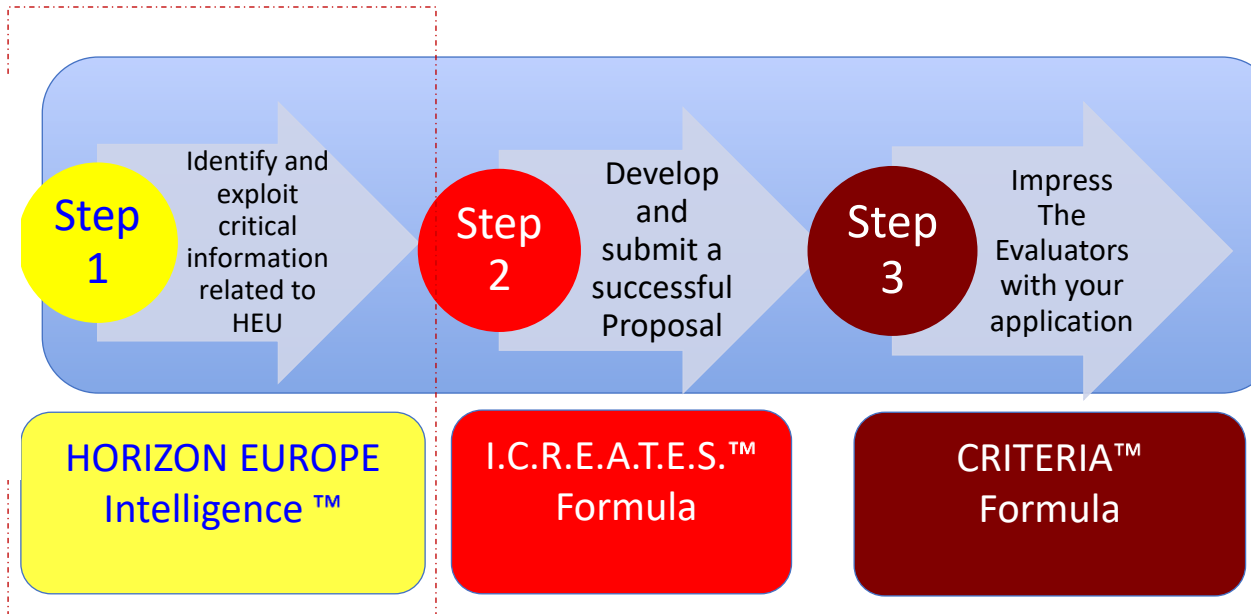
We will start with this workshop to show you how to be one of them!

FGT Structure Overview

Day	Focus Area	Method	Key Concepts
Day 1 April 16	Understanding Horizon Europe	Lecture + Q&A, Quiz	Objectives, Pillars, Success factors
	Proposal Development Cycle (I.C.R.E.A.T.E.S. Formula)	Lecture + Q&A, Examples, Quiz	Ideation, Consortium building, Budgeting
Day 2 April 17	Impressing Evaluators (C.R.I.T.E.R.I.A. Formula) (if time allows on Day 1, else in Day 2)	Lecture + Tips, Quiz	Evaluation criteria, Scoring logic, Practical advice
	Prep for Workshops	Quiz + Prep	Reinforcing Day 1 concepts, selecting workshop groups
	Workshop Session 1	Hands-on Group Work	Thematic exploration (ERC, MSCA, EIC, Pillar 2, Widening, etc.)
	Workshop Session 2: Presentations & Feedback	Present + Discuss	Peer-to-peer learning, Trainer feedback
	Workshop Session 3&4: Group Rotation, Presentation, feedback,	Hands-on Group Work, Present+Discuss	Switching groups/tasks, Peer-to- peer learning, Trainer feedback
	Wrap-up	Present + Reflect	Consolidation, practical takeaways, next steps

3 steps success in Horizon Europe

From Struggle



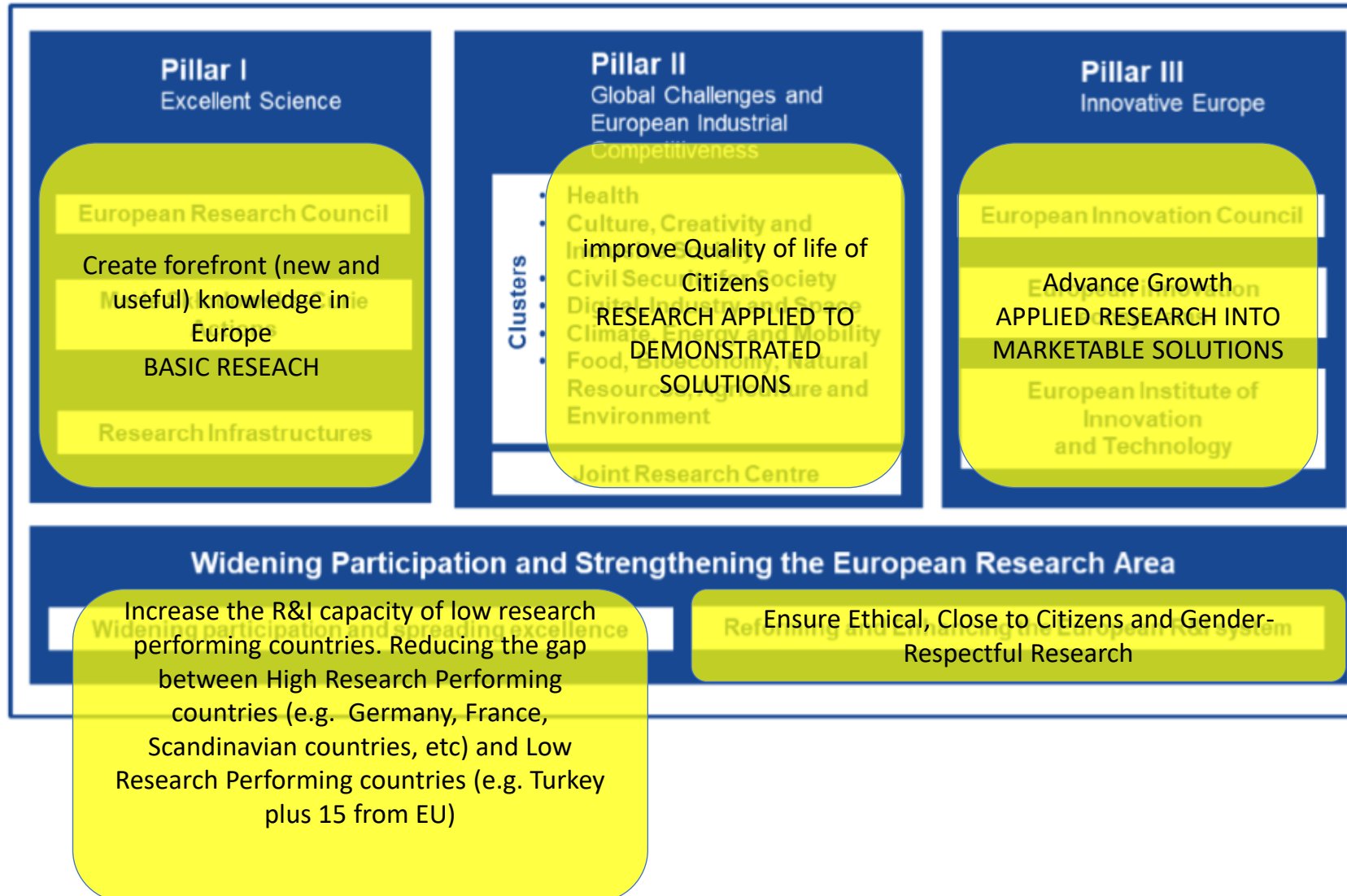
To Success



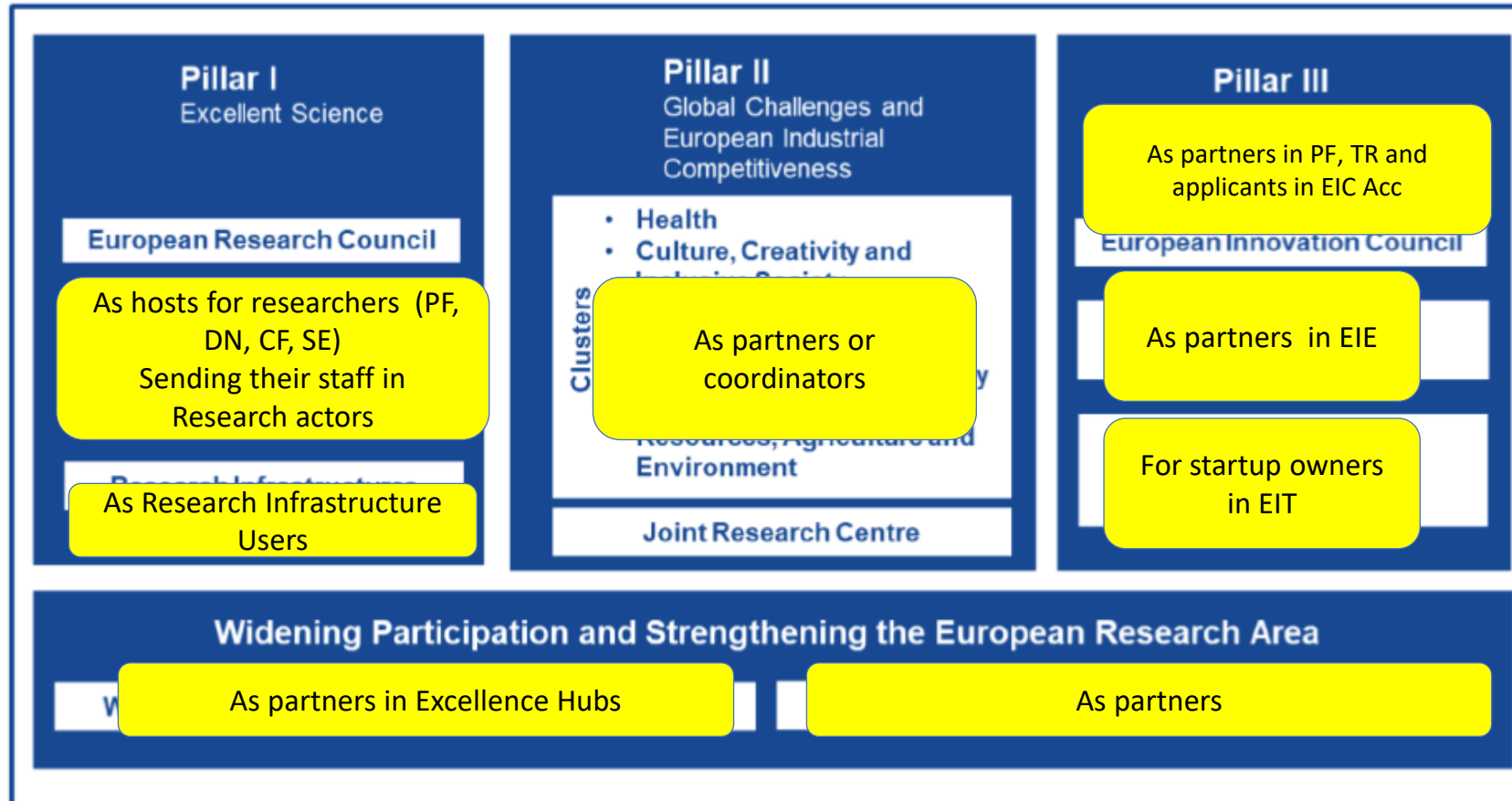
Step 1

HORIZON EUROPE Intelligence

Horizon Europe Purpose

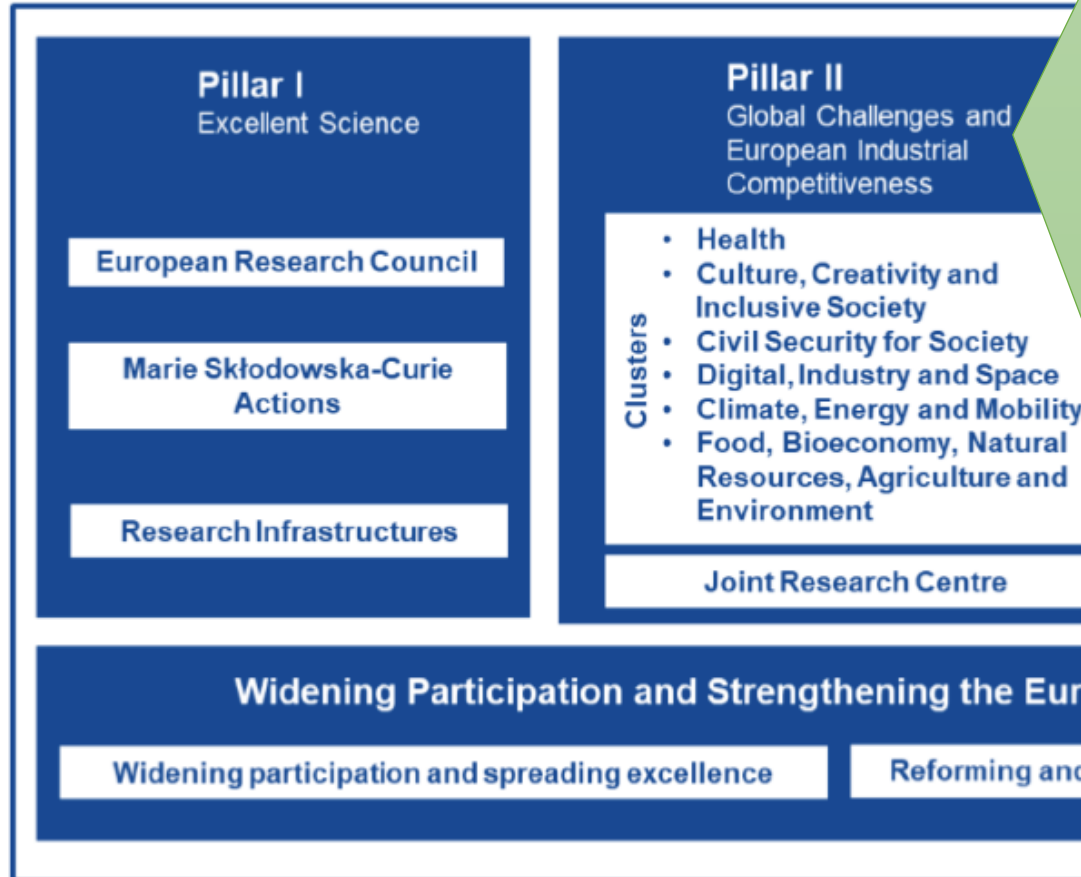


Horizon Europe Structure suitable for SMEs, industry, End-users, Policy Advisors and Makers



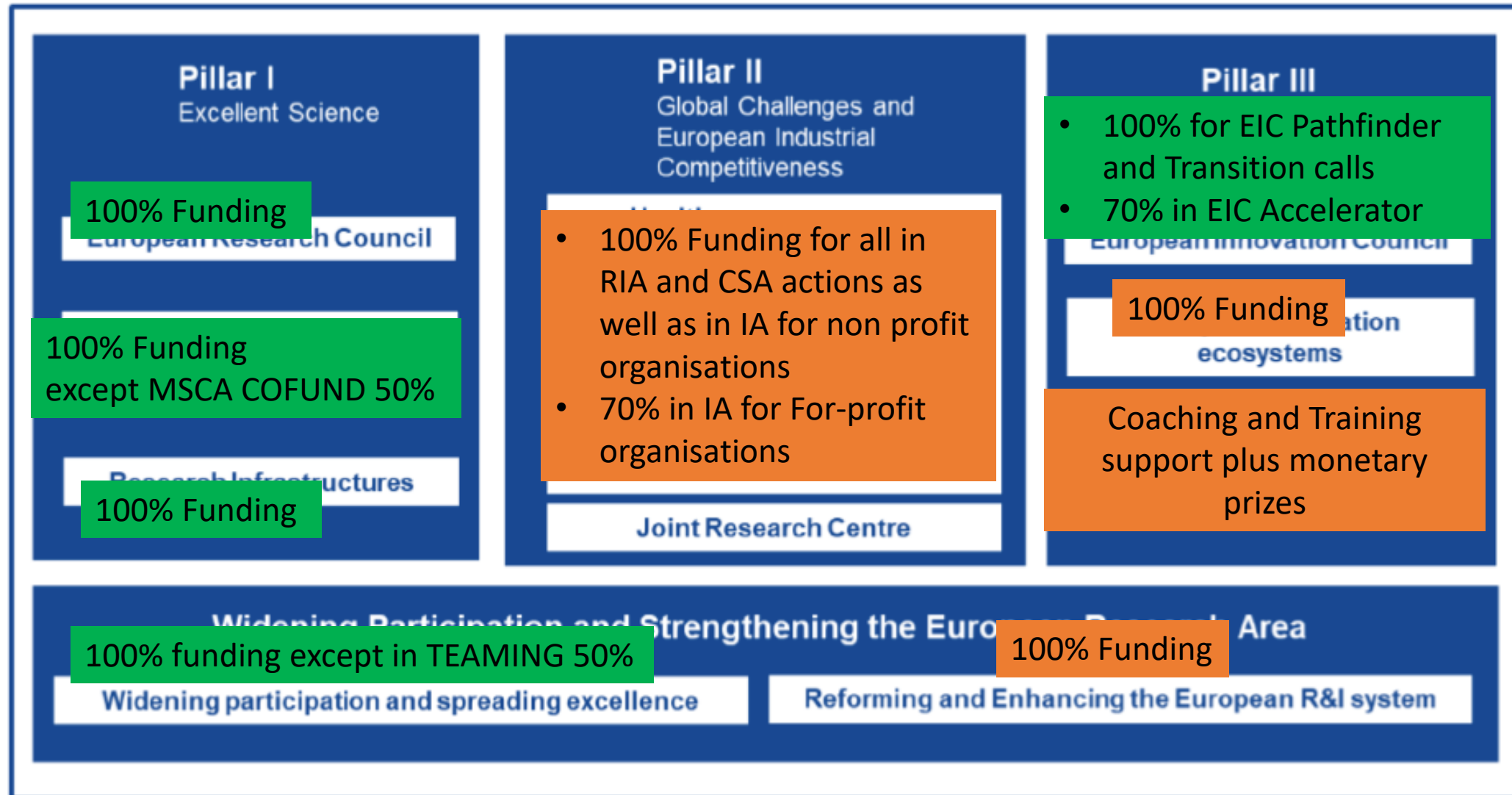
Important Note: Horizon Europe is not only for Research Actors!!!

Horizon Europe Subprog



- Collaborations in **six** wide areas between research and academic institutes, Industry, SMEs, public and non-profit organisations close to society for advancing further the development of current R&I achievements
- Projects mainly focus either
 - on **applied research** initially tested in the lab or in technology development and integration, testing and validation on a small scale prototype in a laboratory or simulated environment
 - or on **Innovation components** (prototyping, testing, demonstrating, piloting in large scale large scale product validation and market replication)

Horizon Europe Funding rate



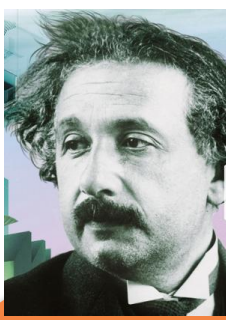
Lump-Sum increases popularity: Fixed amounts paid based on completion of project activities without the need of financial reporting

Intelligence behind Horizon Europe Structure/Actions and TRLs

Understanding the maturity level of an Horizon 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

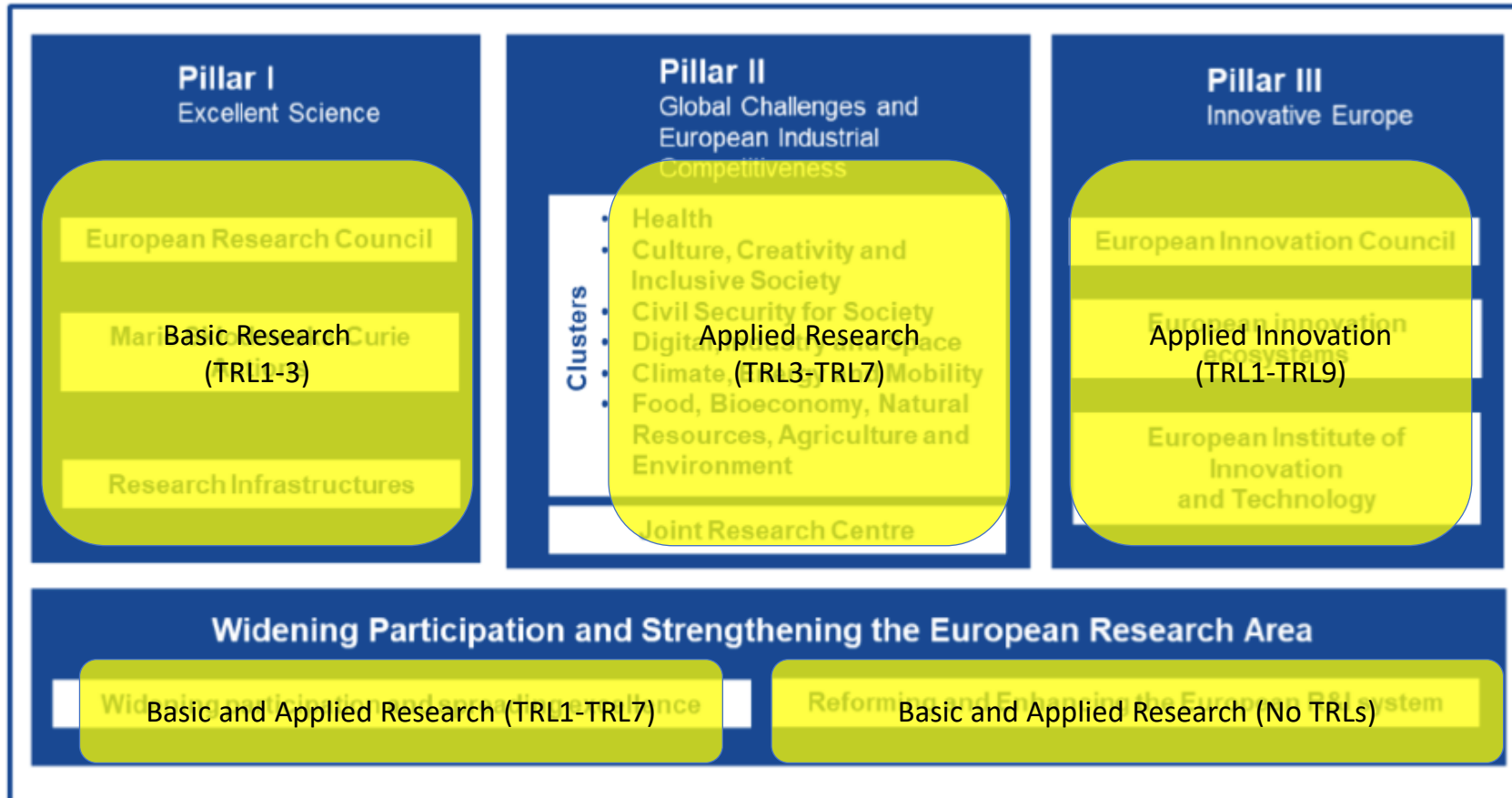
TRL 8: System complete and qualified

TRL 9: Commercial system

Basic Research

Market

Horizon Europe Focus





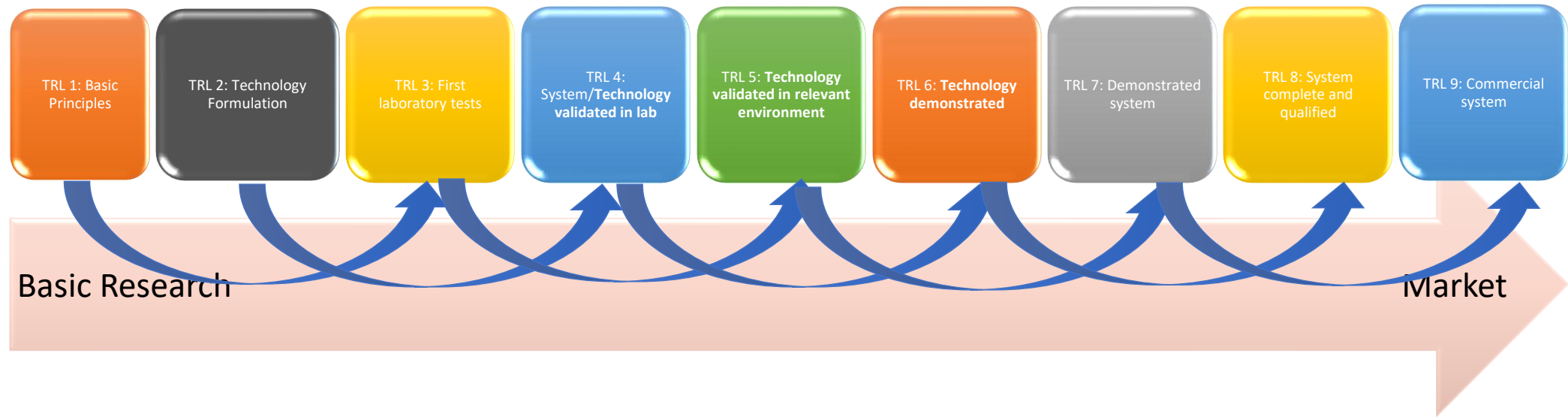
Horizon Europe 😊

- 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 Projects TRLs Increase

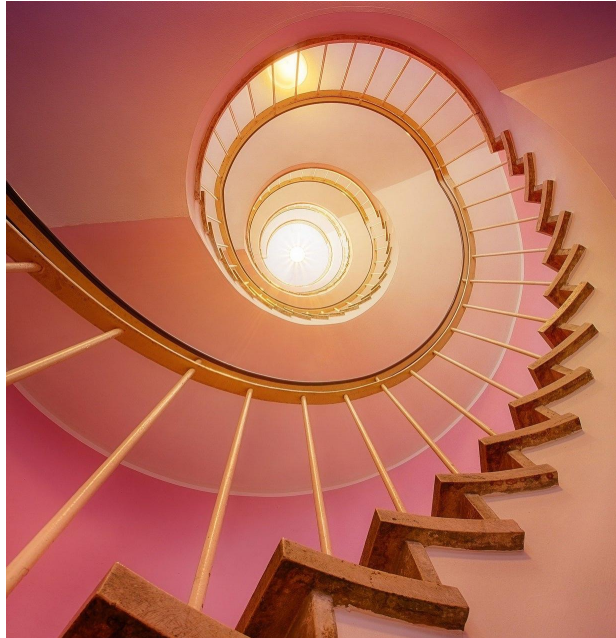


~ two TRLs increase are expected within Horizon Europe Project lifecycle

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

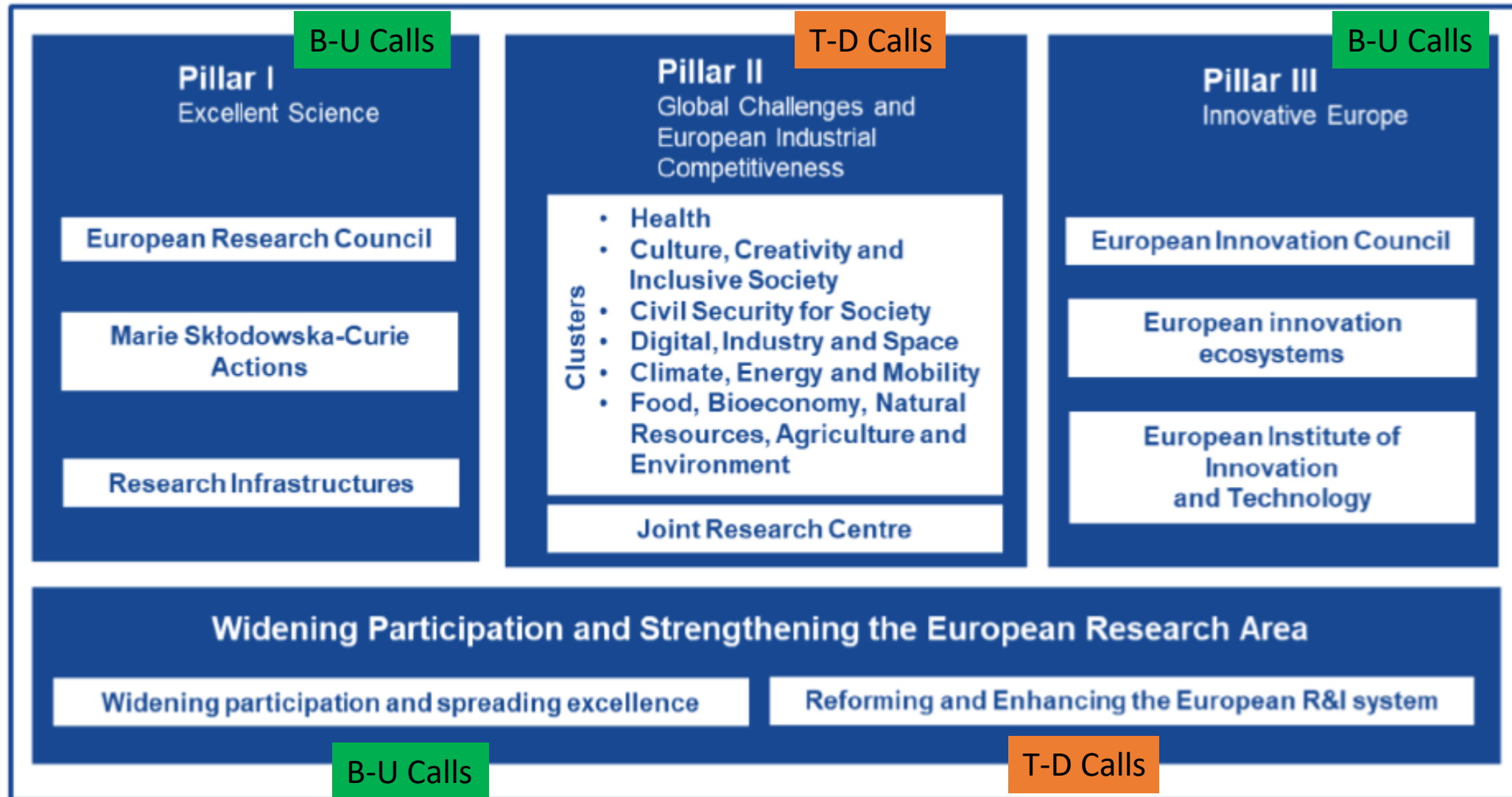
B-U, T-D

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



- Project ideas are either based on **bottom-up** call topics, i.e.
 - open and
 - proposer-driven
- or Project ideas are based on **top-down** call topics, i.e.:
 - Proposed by EC and
 - Impact driven

Horizon Europe Structure



Core Top-Down Calls Research and Innovation Actions (RIA) & Innovation Actions (IAs)

Research and Innovation Action

- Action primarily consisting of activities aiming
 - to establish new knowledge
 - and/or to explore the feasibility of a new or improved technology, product, process, service or solution.
- This may include
 - **Basic** and **applied** research initially tested in the lab (TRL 3)
 - **Technology development** and integration, testing and validation on a **small scale prototype in a laboratory or simulated environment** (TRL 4-5)

Source: EC



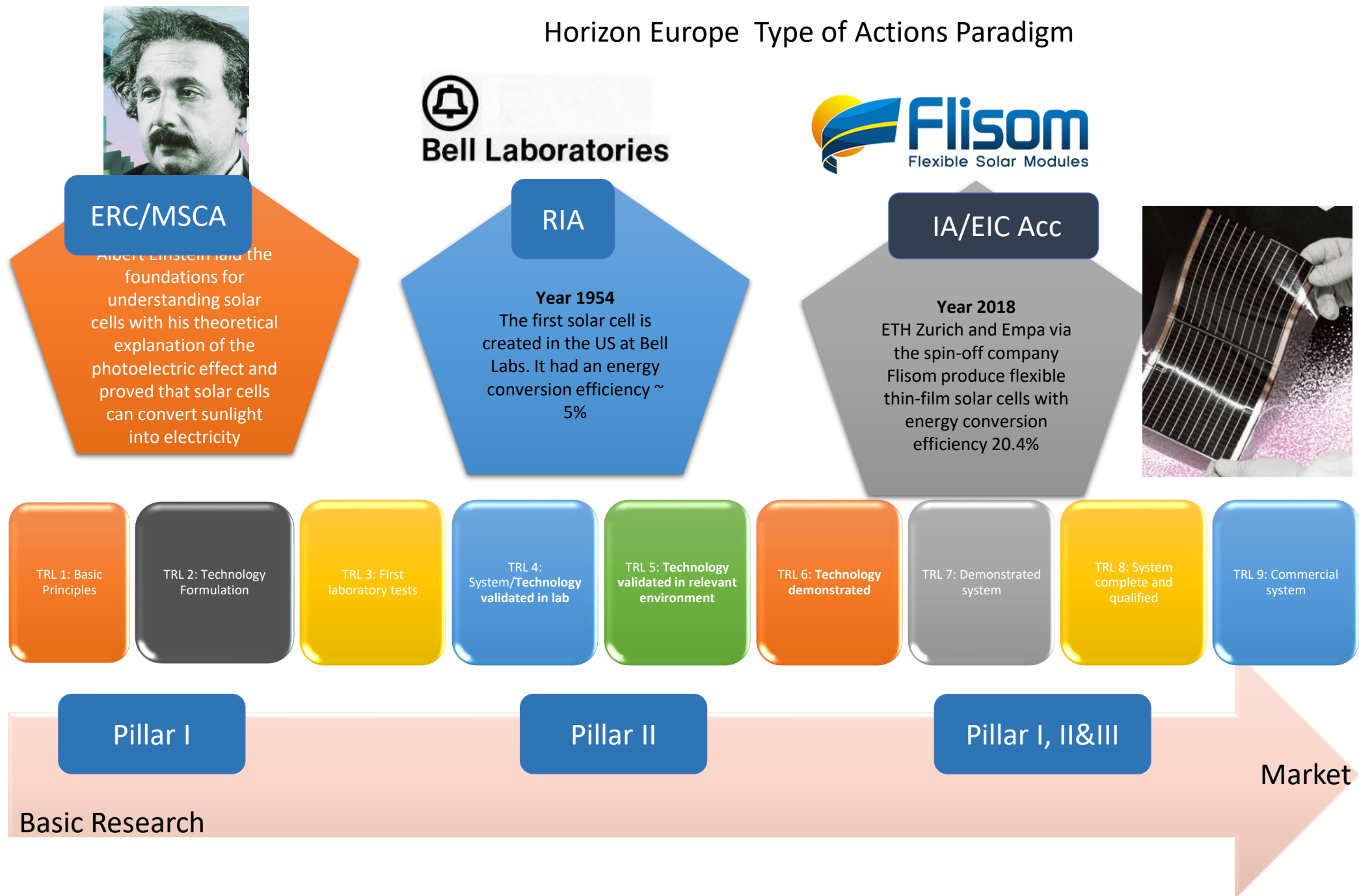
Innovation Action

- Action primarily consisting of activities aiming
 - To produce plans and arrangements or designs for new, altered or improved products, processes or services ,
- This may include
 - prototyping, testing, demonstrating, piloting in large scale (Article 17),
 - large scale **product** validation and market replication (Article 18),

Source: EC

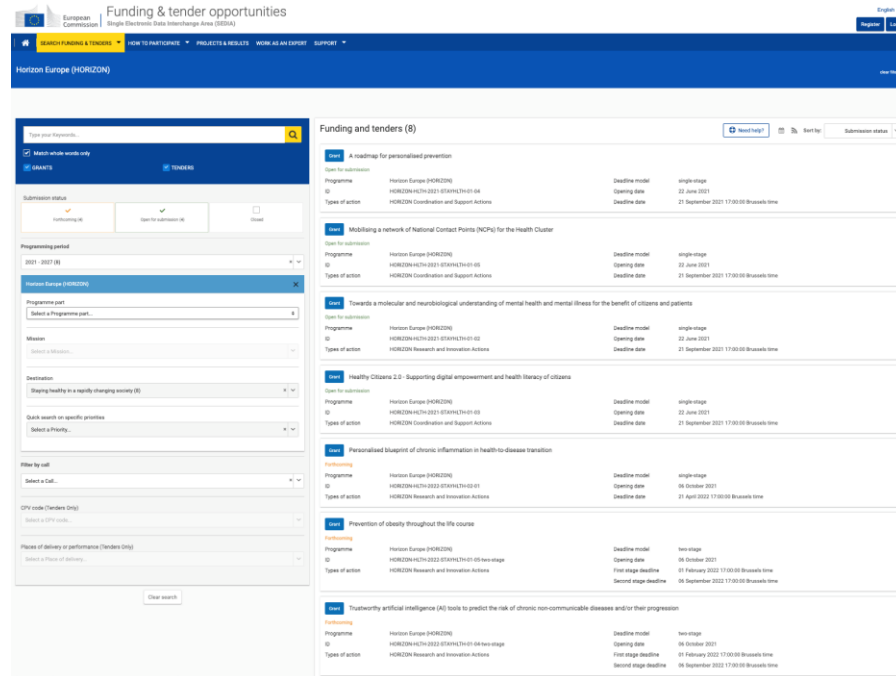


Horizon Europe Type of Actions Paradigm

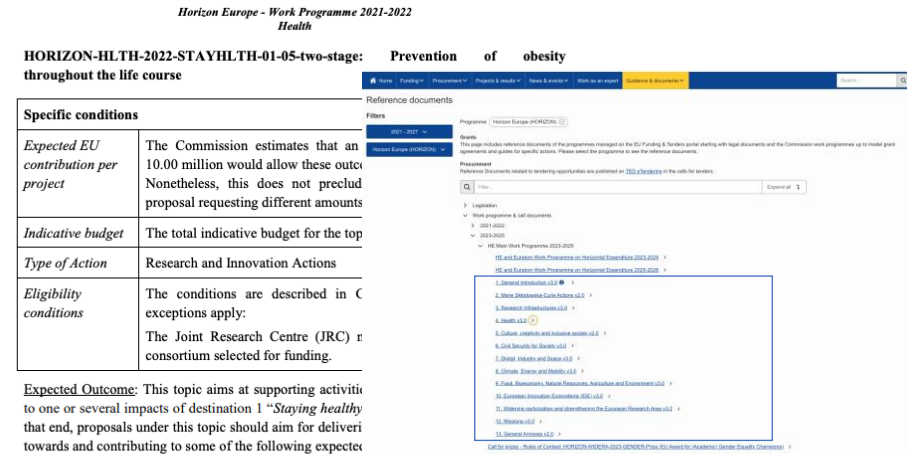


Intelligence behind Horizon Europe Pillar 2 (Top-Down) Workprogrammes

Workprogramme Sources



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



- 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](#)

Draft – Workprogramme 2025 Cluster 1 Health

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CLUSTER 3 Security 2025

*Horizon Europe - Work Programme 2025
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Step 2: Identify those calls that you should focus as a partner

How to read a T-D call

Intelligence behind the call-topic description

Key success factors for funding

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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)

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availability and affordability of clean water despite the current uncertainty on long-term trends and the increased variability of water availability. This requires adapting our water facilities, our water use and water management to changing economic, societal and environmental factors including climate change. R&I will be necessary to ensure in particular that key innovative approaches, solutions and technologies developed by EU funded projects, are successfully and fairly taken up by policy makers, water managers and water consuming economic sectors. (The announced European water resilience strategy and European climate adaptation plan will be supported).

Proposals for topics under this destination should set out a credible pathway contributing to "fostering mitigation of and adaptation to climate change in areas and sectors covered by Cluster 6", and more specifically to one or more of the following impacts:

- better understood short-, medium- and long-term ocean health and integrity at different emission scenarios, under the pressure of current and emerging threats, including ocean climate interventions, and the passing of planetary boundaries for ocean acidification;
- medium and longer-term risks and opportunities for agriculture and forestry from climate change, in particular from shifting climatic zones, are better understood and managed at relevant scales within Europe and in the international context, mitigating hazardous changes where possible;
- greenhouse gas emissions in the agriculture, forestry and land-use sectors are further reduced, while monitoring, reporting and verification of the emissions is improved;
- adaptation and mitigation of water systems in the context of climate change are fostered to help build a water resilient society and environment.

To maximise the impacts of R&I under this Destination, a systemic multidisciplinary approach, strong international cooperation as well as the integration of indigenous and local knowledge need to be ensured. Social innovation also needs to be encouraged to involve all stakeholders, with a view to triggering the ownership of new practices and the uptake of solutions.

R&I under the destination will be complementary with activities of the Mission "Adaptation to climate change", the Mission "Restore our ocean and waters by 2030" (in particular with the establishment of the Digital Twin of the Ocean) and the Mission "A Soil Deal for Europe". Synergies will also be established with European partnerships (e.g., Sustainable Blue Economy Partnership, Agroecology and the upcoming European Partnership on Agriculture of Data), PRIMA (amended EC proposal extending the duration of the partnership by three years, i.e., 2025-2027), and with Destination Earth and its Digital Twins (Climate Adaptation, Extremes). Synergies and complementarities with Cluster 5 (Climate, Energy and Mobility) on climate science will also be ensured. Digital technologies, such as AI, robotics, 5G, cloud computing as well as Earth Observation, will be exploited in the activities given their enabling role and potential contribution to the objectives of the cluster.

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The Destination will ensure a balance in terms of lower and higher Technological Readiness Levels (TRLs). R&I actions will take advantage of, contribute to, coordinate with, and involve relevant Copernicus services.


Expected Impacts:

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

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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

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HORIZON-CL6-2025-02-CLIMATE-05: Strengthening the resilience of water systems and water sector to climate and global socio-economic change impacts

Call: Cluster 6 Call 02	
Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of around EUR 6.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 18.00 million.
Type of Action	Innovation Actions
Eligibility conditions	<p>The conditions are described in General Annex B. The following exceptions apply:</p> <p>The Joint Research Centre (JRC) may participate as member of the consortium selected for funding.</p> <p>If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of Copernicus and/or Galileo/EGNOS (other data and services may additionally be used).</p>

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

Expected Outcome: In line with the European Green Deal, notably the EU climate adaptation strategy, the Nature Restoration Law, EU water legislation [and the upcoming European water resilience strategy], successful proposals will contribute to the impact of this Destination on adaptation and mitigation of water systems in the context of climate change, supporting also biodiversity protection and restoration.

Project results are expected to contribute to all of the following expected outcomes:

- assessing and managing better the changing hydrological cycle, also at fine spatial scales, to reduce water risks amplified by climate change, including extremes, by fostering further development of innovative observing systems to monitor trends in the atmospheric hydrological cycle; by fostering water resilient land use and planning and natural water cycle restoration, also contributing to support biodiversity protection/restoration; and by enhancing cross-sectoral and transboundary catchment cooperation between various water use sectors and complementarity between water related policies;
- increasing water use efficiency in all sectors, balancing better water demand and supply, helping to transform the economics and restructuring the governance of water;
- helping policy makers to prepare for better water infrastructure management and planning allowing among others fair access to drinking water and other essential uses.

Expected benefits by each project end from the targeted call

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HORIZON-CL6-2025-02-CLIMATE-05: Strengthening the resilience of water systems and water sector to climate and global socio-economic change impacts

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Project results are expected to contribute to all of the following expected outcomes:

- assessing and managing better the changing hydrological cycle, also at fine spatial scales, to reduce water risks amplified by climate change, including extremes, by fostering further development of innovative observing systems to monitor trends in the atmospheric hydrological cycle; by fostering water resilient land use and planning and natural water cycle restoration, also contributing to support biodiversity protection/restoration; and by enhancing cross-sectoral and transboundary catchment cooperation between various water use sectors and complementarity between water related policies;
- increasing water use efficiency in all sectors, balancing better water demand and supply, helping to transform the economics and restructuring the governance of water;
- helping policy makers to prepare for better water infrastructure management and planning allowing among others fair access to drinking water and other essential uses.

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

Analysis of the Scope Section 1/3

*Horizon Europe - Work Programme 2025
Food, Bioeconomy, Natural Resources, Agriculture and Environment*

Scope: We face a triple interrelated planetary crisis of climate change, biodiversity loss and pollution. Water is at the heart of these challenges. We can no longer ignore the world's crisis of water. The global hydrological cycle is changing. During the last three consecutive years, we have also witnessed not only worrying droughts in many regions of the EU reaching eastern and northern countries which have been so far preserved, but also catastrophic pollution incidents and deadly floods across Europe. These events are no longer exceptional events. As scientists revealed very recently, human-caused climate change has made these episodes at least 20 times more likely. Moreover, groundwater levels sink steadily in Europe and globally, and the EU water balance is greatly perturbed. This exacerbates tensions in agricultural markets, energy production and water supply and it is threatening drinking water, food and energy security, the health of ecosystems and the services they deliver, and our way of living.

These issues are highly interlinked, and they must be addressed together, under the remit of the water, energy, food, and ecosystem (WEFE) nexus. Moreover, recent JRC research shows that reduced freshwater flow of rivers into the sea can have severe impacts on coastal and marine ecosystem and their services, for example wild capture fisheries. This emphasizes the need to adopt the "from the source to the sea" approach when tackling water resilience with a support to biodiversity protection/restoration.

According to the EC communication "Managing climate risks – protecting people and prosperity", "protecting and restoring the water cycle, promoting a water-smart EU economy and safeguarding good quality, affordable and accessible freshwater supplies to all is crucial to ensure a water-resilient Europe. Achieving water resilience means fostering our collective ability to manage and use water in a way that is more agile given the rapidly changing and partially unpredictable geo-political, economic, societal and environmental developments. Water needs to be managed, and human demand needs to be adjusted to the new and more scarce supply".

The objective of this topic is to compare and demonstrate the potential of available state of the art tools to forecast the availability of water resources at the regional and local scale, building also on JRC tools developed for the European scale and other available tools¹⁶⁵. It should take into consideration both the global water cycle and sectoral water demands for both seasonal and long-term horizon, with an integrated water management approach. It should consider water allocation tools for different uses integrating the quality needed for each use, as well as tools for resilient urban planning and water infrastructure management allowing among others run-off control, reducing flood and drought risks, ensuring safety of citizens and infrastructures and support to biodiversity protection/restoration.

Demonstrations should take place in diverse European regions on a suitable scale e.g., river basin and should bring together a wide range of relevant stakeholders, including relevant water sectors, water managers and authorities, policy makers and the civil society. Solutions aiming at fostering and restoring natural retention measures to keep water in the landscape, mitigating drainage losses, enhancing water retention in watersheds to mitigate extreme events, including both drought and flood, should be explored. Proper attention should be given to actions aiming

¹⁶⁵

<https://publications.jrc.ec.europa.eu/repository/handle/JRC124342>

From the Scope

- **Key Project Challenge**

From the Scope

- **Key Project Purpose**

From the Scope

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

Analysis of the Scope Section 2/3

*Horizon Europe - Work Programme 2025
Food, Bioeconomy, Natural Resources, Agriculture and Environment*

at overcoming the fragmentation of water monitoring and observation data by strengthening the complementarity between satellites, in situ data, participatory research and integrated assessment models. This should foster the consolidation for better-quality and higher frequency data, reducing uncertainty and increasing trust and making them responsive to end-users' needs.

From the Scope

- **Hints on the approach**

resilient urban planning to manage runoff, reduce flood risk and ensure the safety of citizens and water infrastructures, should then be developed to strengthen the resilience of the water sector. These strategies should in particular assess the following:

- strategies and technical cost-efficient and sustainable solutions for alternative water resources production adapted to the anticipated use;
- the governance of water resource management to better consider the interlinkages of various water related policies to ensure reliable allocation of water for different uses and cross-sectoral coordination;
- the suitability of current indicators to appropriately define water efficiency in various sectors and provide a harmonised methodology to increase water efficiency;
- strategies to anticipate the consequences of recurrent extreme events (e.g. floods and droughts);
- water resilience by exploring water transfer effects for seasonal, annual and pluriannual time-horizon on ecosystems, populations, agriculture, industrial consumption;
- the suitability of solutions to support biodiversity protection/restoration with attention given to avoiding spread of invasive alien species and to ensuring enough water for entire ecosystems (all species and their populations in healthy state).

From the Scope

- **Key Project Objectives**

Moreover, the economic foundation of the current water management systems, including water pricing and trade policies, in the context of changing climate should be reviewed to provide elements for a new economic framework helping to better structure the cost of building/operating/monitoring the water infrastructures, increase demand for innovative solutions and strengthen private investments for large scale deployment of these solutions in the water sector.

Proposals should avoid duplication with related ongoing work carried out by the JRC and other EU funded projects, while strengthening complementarities with ongoing EU funded activities in the context of the EU Mission Adaptation to Climate Change and other relevant EU Missions and the Partnership Water Security for the Planet (Water4All) and other relevant Partnerships (e.g. Biodiversa+). The proposals should build on the knowledge compiled in the assessment reports produced by the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services (IPBES), in particular the forthcoming IPBES nexus assessment. Where relevant, proposals should build on or further enhance existing hydrological modelling tools and water relevant datasets of the Copernicus Emergency Management Service, Climate Change and Land Monitoring Services and from Destination Earth. The selected projects should

From the Scope

- **Hints on the approach**

Analysis of the Scope Section 3/3

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

seek to create and/or enhance synergies and complementarities with other related Horizon Europe funded projects. To this end, proposals should plan the necessary budget to cover related cluster activities. These activities should be defined in a later stage, in close cooperation with relevant Commission services, ensuring coherence with related policy initiatives.

This action should bring together a wide range of relevant stakeholders, i.e., researchers, technology providers, water utilities, business representatives, investors, policy makers and other water users and citizens. The active participation and engagement of different stakeholders should span the entire project development and implementation to ensure performance and sustainability and maximise the final impact. When engaging the relevant stakeholders, gender and other social categories (disability, age, socioeconomic status, ethnic and / or cultural origins, sexual orientation, etc.), and their intersections, need to be considered. The possible participation of the JRC in the selected project would ensure that the assessment of available state of the art tools to forecast the availability of water adequately integrates the existing JRC related work and avoid duplication with the ongoing work carried out by the JRC.

Due to the strong socio-economic dimension of water management issue, the inclusion of relevant SSH, including gender studies, and Citizen Social Science approach expertise would be also needed to ensure the proposed climate change adaptation and mitigation strategies are also socially accepted and no one is left behind.

From the Scope (Cont.)

- Hints on the approach
- Hints on the consortium synthesis

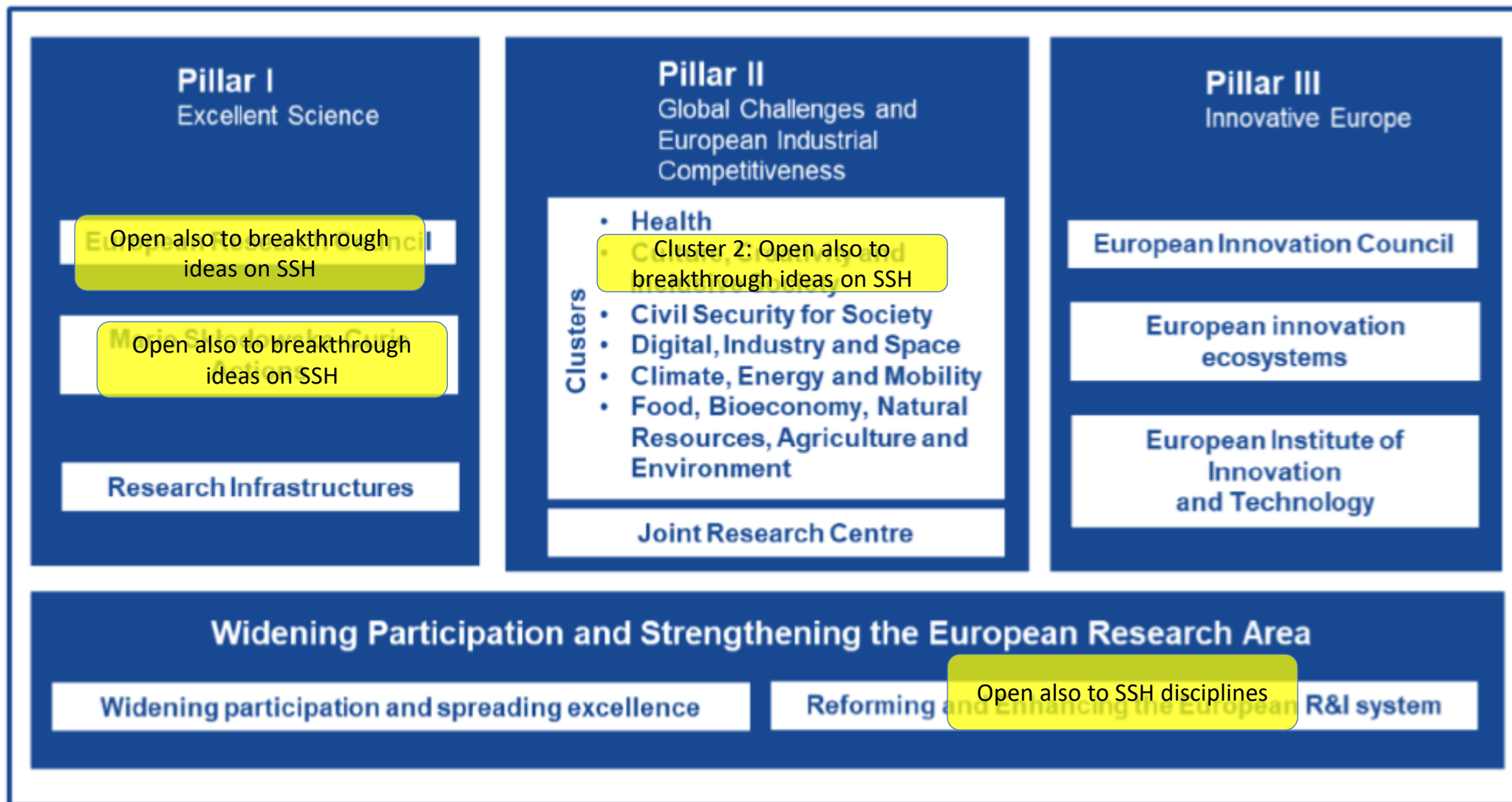
HORIZON-CL6-2025-02-CLIMATE-06: Additional activities for the European Partnership Water Security for the Planet (Water4All)

Call: Cluster 6 Call 02	
Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of around EUR 70.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 70.00 million.
Type of Action	Programme Co-fund Action
Eligibility conditions	<p>The conditions are described in General Annex B. The following exceptions apply:</p> <p>The proposal must be submitted by the coordinator of the consortium funded under HORIZON-CL6-2021-CLIMATE-01-02: European Partnership Water Security for the Planet (Water4All). This eligibility condition is without prejudice to the possibility to include additional partners.</p> <p>If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of</p>

Social Sciences and Humanities in Horizon Europe

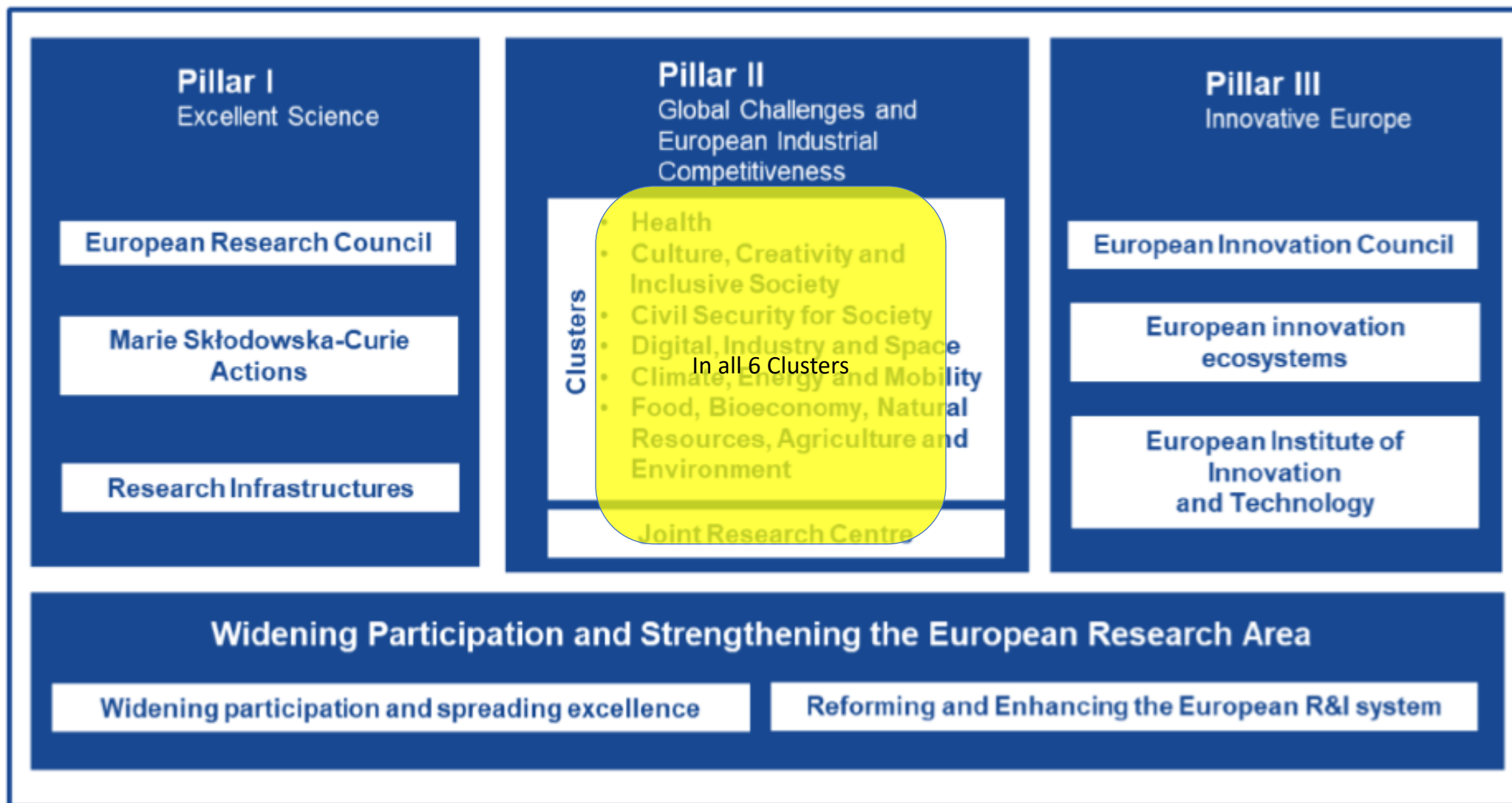
Directly and Indirectly

Actions open to SSH directly



Actions open to SSH
indirectly

Actions open to SSH indirectly



Identify calls with social science elements

The screenshot displays the EU Funding & Tenders Portal interface. At the top, the European Commission logo and navigation menu are visible. The 'Calls for proposals' section is active, showing a search bar and a list of filters on the left. A red box highlights the 'Quick search' field, which contains the text 'Social sciences, interdisc'. Below the search bar, the 'Filters' section is expanded, showing 'Programming period', 'Horizon Europe (HORIZON)', 'Call', 'Submission status', and 'All filters'. The 'GRANTS RECOMMENDED FOR YOU' section is also visible, showing a list of grants with details such as 'A European Collaborative Cloud for Cultural Heritage – Innovative tools for digitisation and analysis of dynamic processes, objects and complex combi...', 'HORIZON-CL2-2024-HERITAGE-ECCCH-01-01', and 'Open For Submission'.

European Commission | EU Funding & Tenders Portal

Sign in

Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents

Search...

Calls for proposals

Calls for proposals are funding opportunities issued by the European Union institutions, agencies and bodies. These are direct financial contributions, known as grants, that are awarded to third-party beneficiaries (e.g., research organisations, public entities, non-governmental organisations, and private companies) to engage in activities that serve EU policies.

[More details](#)

Filters

GRANTS RECOMMENDED FOR YOU

Do you want to receive personalised recommendations? [Log in](#) to your F&T profile or [register](#) an account to activate them.

Quick search

Social sciences, interdisc

5 item(s) found

Relevance

Programme: Horizon Europe (HORIZON)

[A European Collaborative Cloud for Cultural Heritage – Innovative tools for digitisation and analysis of dynamic processes, objects and complex combi...](#)

HORIZON-CL2-2024-HERITAGE-ECCCH-01-01 | Call for proposal

Opening date: 18 June 2024 | Deadline date: 22 January 2025 | Single-stage

Open For Submission

Programme: Horizon Europe (HORIZON) | Type of action: HORIZON Innovation Actions

[A European Collaborative Cloud for Cultural Heritage – Innovative tools for the study, conservation and restoration of heritage objects](#)

HORIZON-CL2-2024-HERITAGE-ECCCH-01-05 | Call for proposal

Opening date: 18 June 2024 | Deadline date: 22 January 2025 | Single-stage

Open For Submission

Programme: Horizon Europe (HORIZON) | Type of action: HORIZON Innovation Actions

[A European Collaborative Cloud for Cultural Heritage – Innovative tools for documenting, interlinking and organising data](#)

HORIZON-CL2-2024-HERITAGE-ECCCH-01-02 | Call for proposal

Opening date: 18 June 2024 | Deadline date: 22 January 2025 | Single-stage

Open For Submission

Programme: Horizon Europe (HORIZON) | Type of action: HORIZON Innovation Actions

[A European Collaborative Cloud for Cultural Heritage – Innovative tools for high-value interactions with visitors and heritage objects](#)

HORIZON-CL2-2024-HERITAGE-ECCCH-01-04 | Call for proposal

Opening date: 18 June 2024 | Deadline date: 22 January 2025 | Single-stage

Open For Submission

Programme: Horizon Europe (HORIZON) | Type of action: HORIZON Innovation Actions

[A European Collaborative Cloud for Cultural Heritage – Innovative tools for advanced data enrichment](#)

HORIZON-CL2-2024-HERITAGE-ECCCH-01-03 | Call for proposal

Opening date: 18 June 2024 | Deadline date: 22 January 2025 | Single-stage

Open For Submission

Programme: Horizon Europe (HORIZON) | Type of action: HORIZON Innovation Actions

Example of a Call that requires SSH considerations

SSH1:
Environmental
for LCA

SSH2: Economist
for every budget
savings and
expected market
growth

SSH3: Sociologist
for possible
transformations
and implications in
society

sectors

TOPIC ID: HORIZON-CL5-2022-D3-02-05

[Grant](#)

General information	General information	
Topic description	Programme Horizon Europe Framework Programme (HORIZON)	
Destination	Call Sustainable, secure and competitive energy supply (HORIZON-CL5-2022-D3-02) See budget overview	
Conditions and documents	Type of action HORIZON-IA HORIZON Innovation Actions	Type of MGA HORIZON Action Grant Budget-Based [HORIZON-AG] Open for submission
Partner search announcements	Deadline model single-stage	Opening date 26 May 2022
Submission service	Deadline date 27 October 2022 17:00:00 Brussels time	
Topic related FAQ		
Get support		
Call updates		

[Go back](#)

Topic description

ExpectedOutcome:

Project results are expected to contribute to some of the following expected outcomes:

- Advance the European scientific basis and increase technology competitiveness in the area of energy carrier production and integration with renewable electricity and carbon value and supply chains;
- Technology de-risk of [renewable energy carrier](#) value chains through demonstration as a necessary step before scaling up at commercial level;
- Enhanced sustainability of renewable energy carrier value and supply chains by improving techno-economic efficiency and avoidance of CO₂/GHG emissions and renewable electricity economic or curtailment losses and supported by a life cycle assessment.

Scope:

Demonstration of renewable energy carrier synthesis from variable renewable electricity surplus and carbon emissions from energy consuming sectors, which is targeting improvement of the overall synthesis value chain efficiency and viability while making best use of the CO₂ emissions in synergy with renewable electricity generation. The incorporation of hybrids of renewable electricity with algal or synthetic renewable fuels in energy intensive sectors by integrating the conversion of surplus renewable electricity and carbon emissions from these sectors to liquid renewable energy carriers by algal, artificial photosynthesis or homologous non-solar pathways will be demonstrated. Conversion technologies should be based upon biological, biochemical, thermochemical and or electrochemical processes.

Proposals should avoid curtailing of renewable electricity and carbon emissions and improve overall efficiency and viability of renewable electricity assemblies in synergy with reduction of carbon emissions.

Specific Topic Conditions:

Activities are expected to achieve TRL 7 by the end of the project – see General Annex B.

Cross-cutting Priorities:

Artificial Intelligence
Social sciences and humanities
Digital Agenda

SSH4: Legal, EU
political studies
expert for possible
regulatory
considerations or
policy making

SSH5: Psychologist
or sociologist for
new solution
acceptance by
society

How to assess how ready is the society to accept your solution

Project case: Robotics4EU

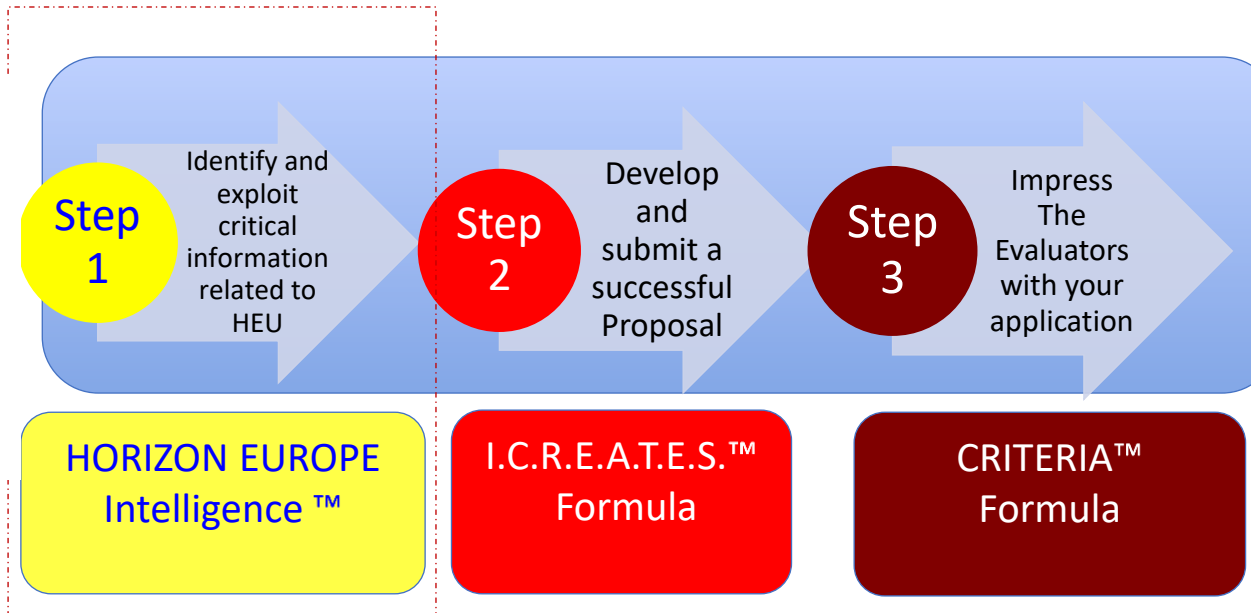
- EU4Robotics will develop a [**Societal Readiness**] / **Maturity Assessment Model** to assess the societal readiness of their robotic solution – How ready is the Society to Accept their solution
- MAM's goal is for project target groups (i.e. companies, policymakers, regulatory bodies, and other interested stakeholders) to assess different aspects of a robotic system and measure the value of that solution's societal readiness via series of consultations.
- Hence, a series of consultations with an increasingly large potential user-groups of citizens and end-users will be organised where they can comment on issues/criteria that are important to them.
- Consultations can be in the form of facilitated discussions and co-creation workshops where citizens can present their concerns in an open-ended fashion as well as ones where they respond to specific robotic systems or business plans for their implementation. The events primarily focus on helping business plans and robotic solutions reach successive SRL goals
- Potential questions to be raised along the process (Q1-4) and at the end (Q1, Q4, Q5)
 1. Does the solution solve the identified problem by delivering the envisioned impact?
 2. Will the solution be broadly accepted by society?
 3. What aspects of the solution might hinder its societal acceptance, and does the solution address these concerns?
 4. Are there any unforeseen societal consequences that are created by the solution?
 5. Do citizen and end-user groups accept the robotic solutions that are presented to them?

Homework-Hands On practice

Identify those calls that require social sciences disciplines

3 steps success in Horizon Europe

From Struggle



To Success





1. What is the main goal of Horizon Europe?



2. Only universities can apply for Horizon Europe grants.



3. What does TRL stand for in Horizon Europe context?



4. Which of the following actions is typically funded at 70% for for-profit organisations?



5. Lump sum grants eliminate the need for financial reporting

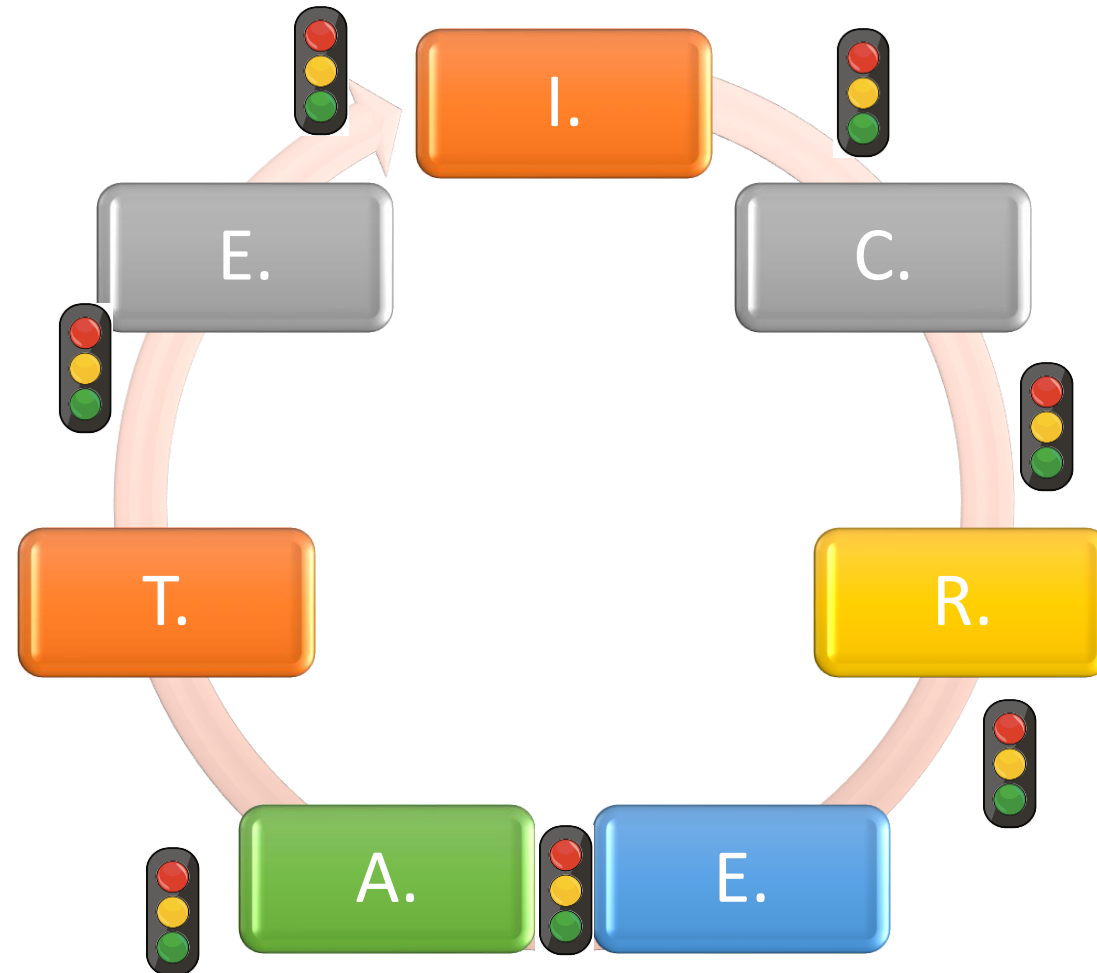


6. Which of the following is a Top-Down call topic?

Step 2: Building Intelligence

Understand how a proposal is prepared and submitted in Horizon Europe (I.C.R.E.A.T.E. ® 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



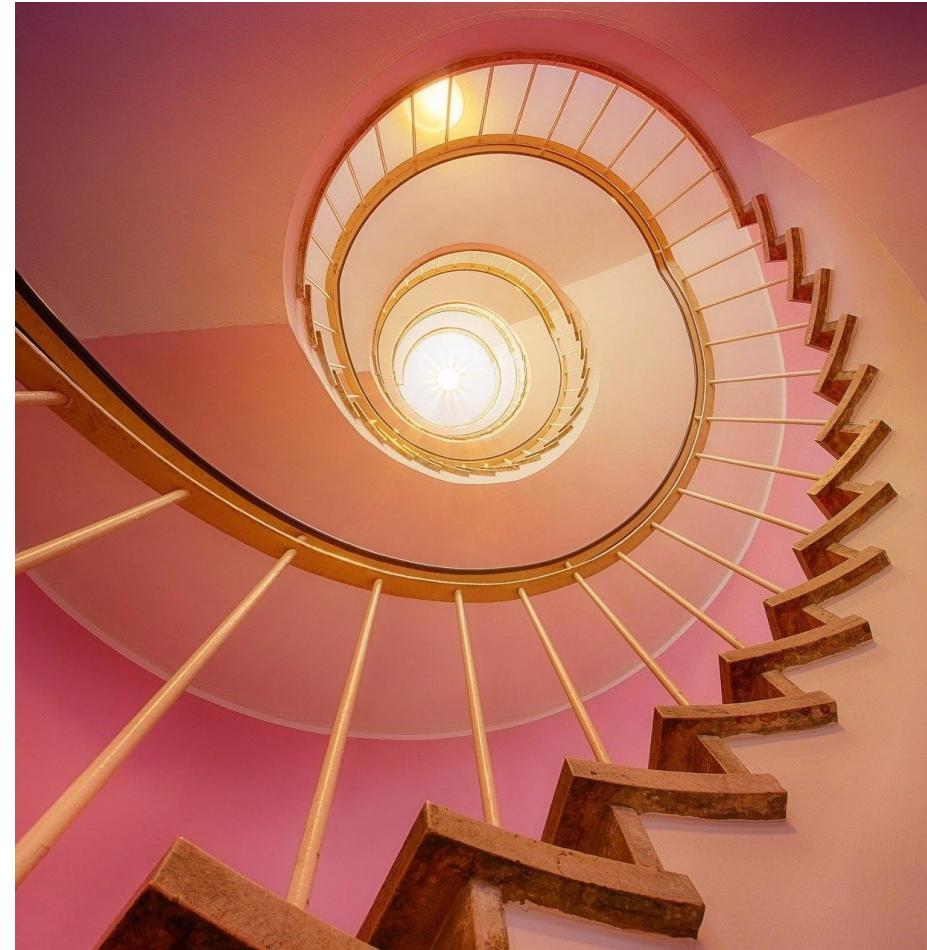
Winning proposals and successful projects start with an I. Element that supports 7 principles

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.!

- **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**



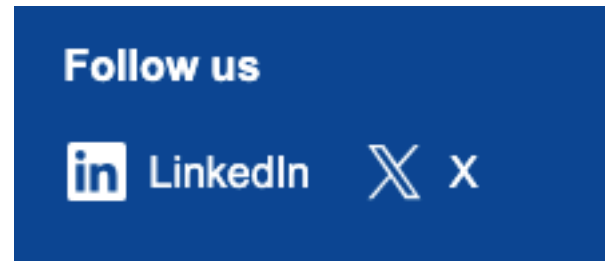
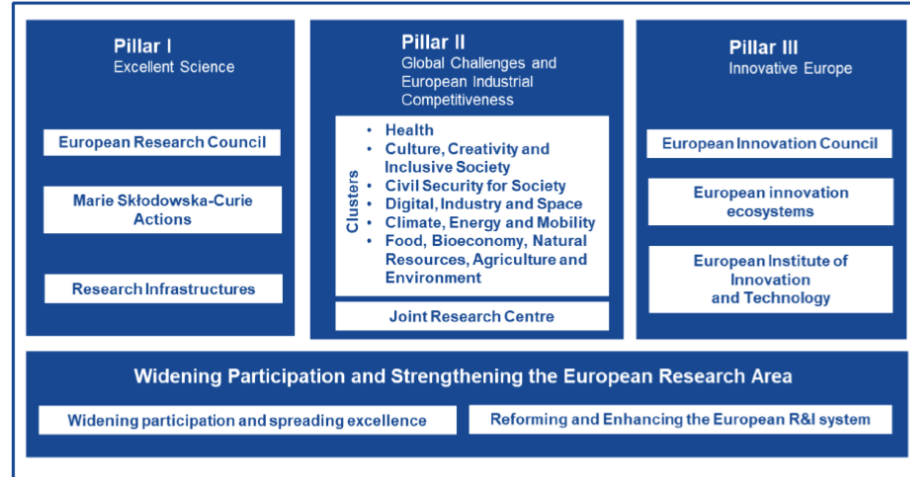
Apply the following actions for better connections with any of the 3 groups!



- ✓ *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.

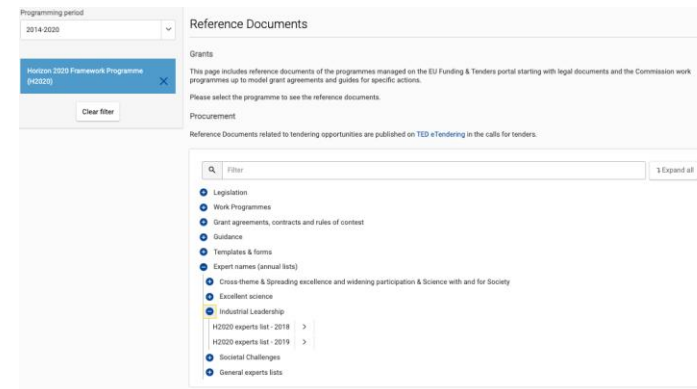
Hint: Follow-up Events and News and their social media channels of European Executive Agencies for Horizon Europe



- [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	
Expected EU contribution per project	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.
Indicative budget	The total indicative budget for the topic is EUR 32.00 million.
Type of Action	Innovation Actions

130 [COM\(2020\) 474 - Critical Raw Materials Resilience: Charting a Path towards greater Security and 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 funding approvals. More information can be found at: <https://www.eib.org/epcc/g2g/ii-procurement/32/323/index.htm>
133 <https://www.h2020-bridge.eu/>

Part 8 - Page 201 of 482

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

Admissibility conditions	The conditions are described in General Annex A. The following exceptions apply: The page limit of the application is 70 pages.
Eligibility conditions	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	
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*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

Indicative budget	The total indicative budget for the topic is EUR 16.00 million.
Type of Action	Research and Innovation Actions
Eligibility conditions	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.TM System

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

- E. I _____ 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 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

Part 4 - Page 32 of 182

Horizon Europe - Work Programme 2021-2022
Health

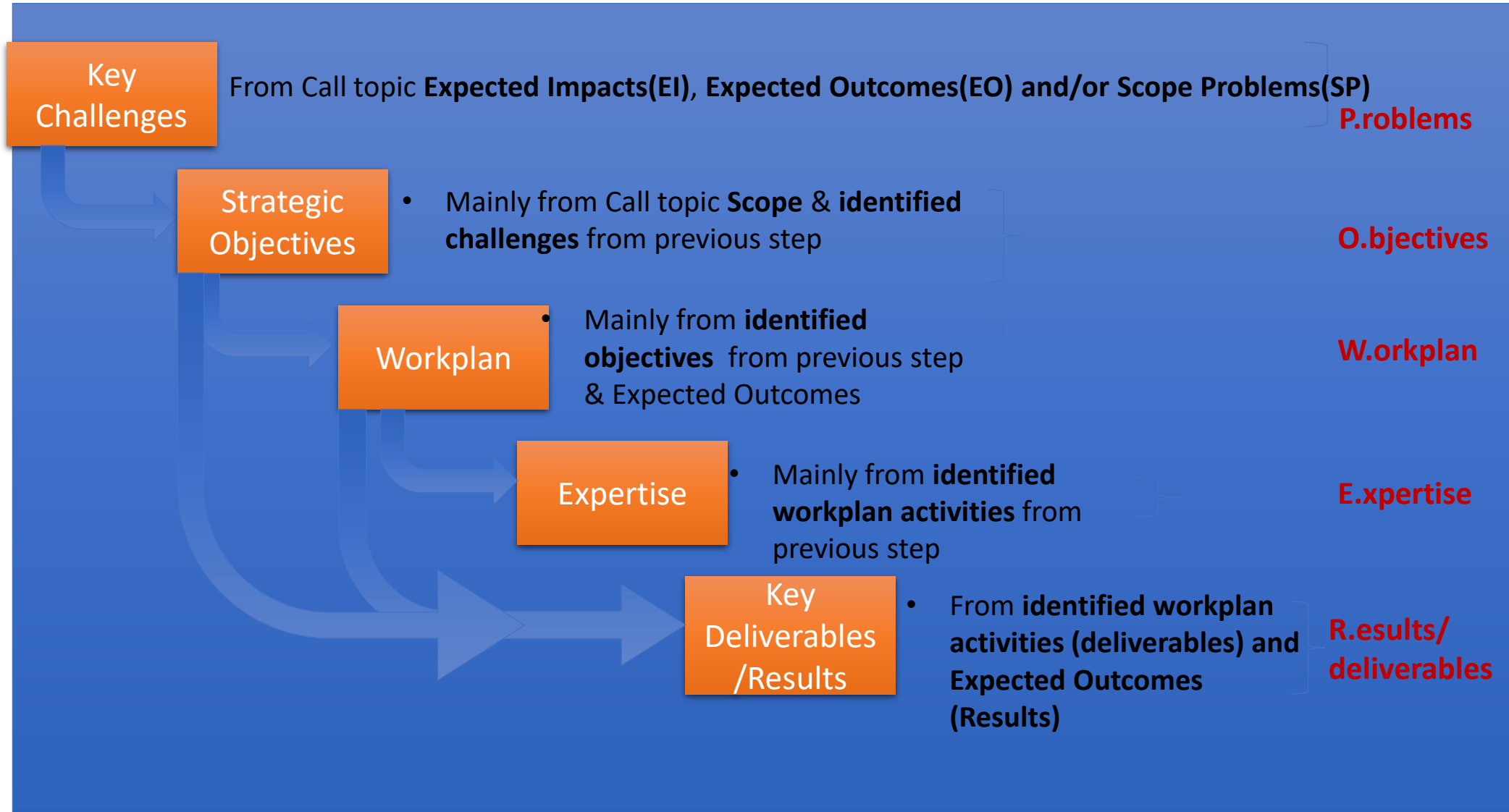
education into academic learning and raising awareness of health care providers and citizens.

- 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 Top—Down



Proposal Summary Uses



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

- Receiving **financial support** for 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.TM System

Consortium building strategies

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



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
- **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*

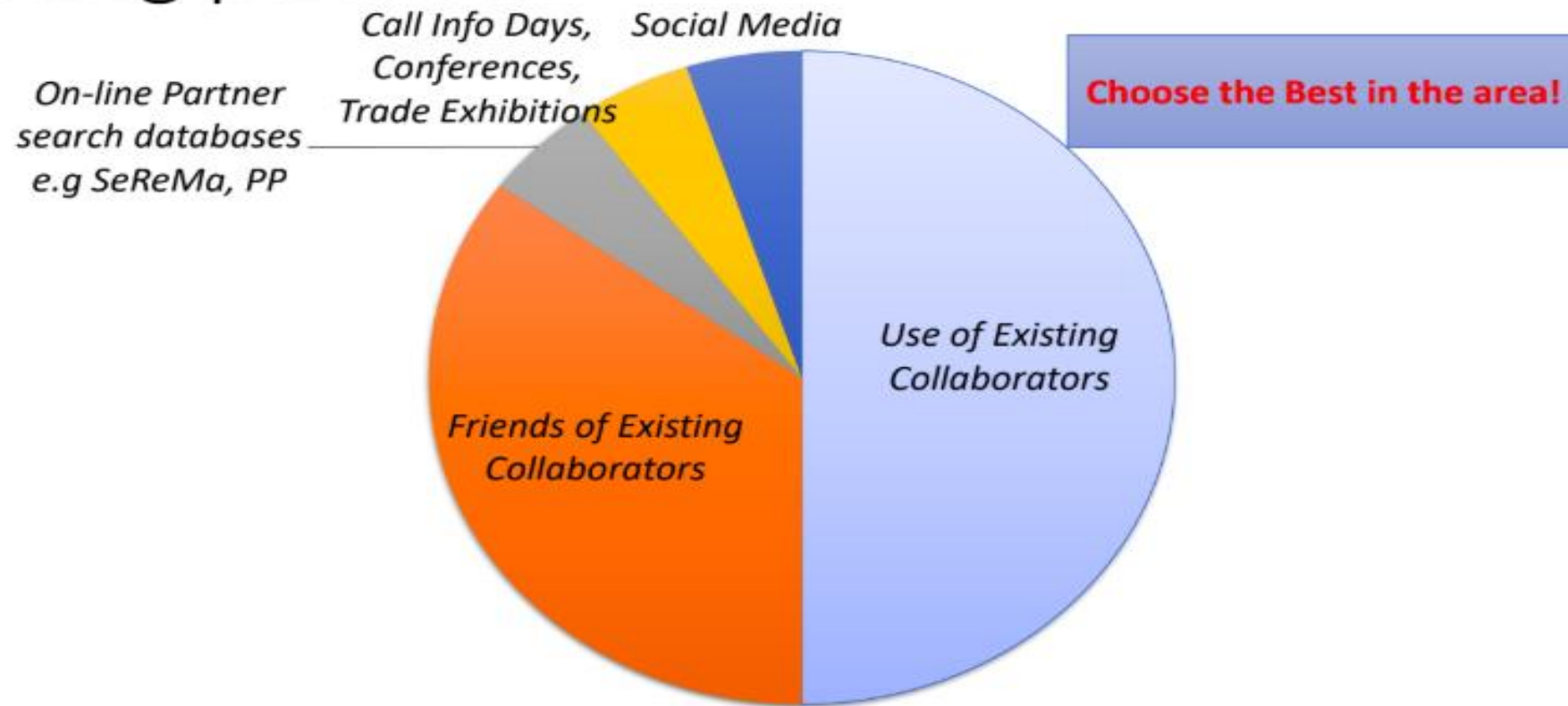
The **A.** Element from the I.C.R.E.A.T.E.™ System

- 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



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!



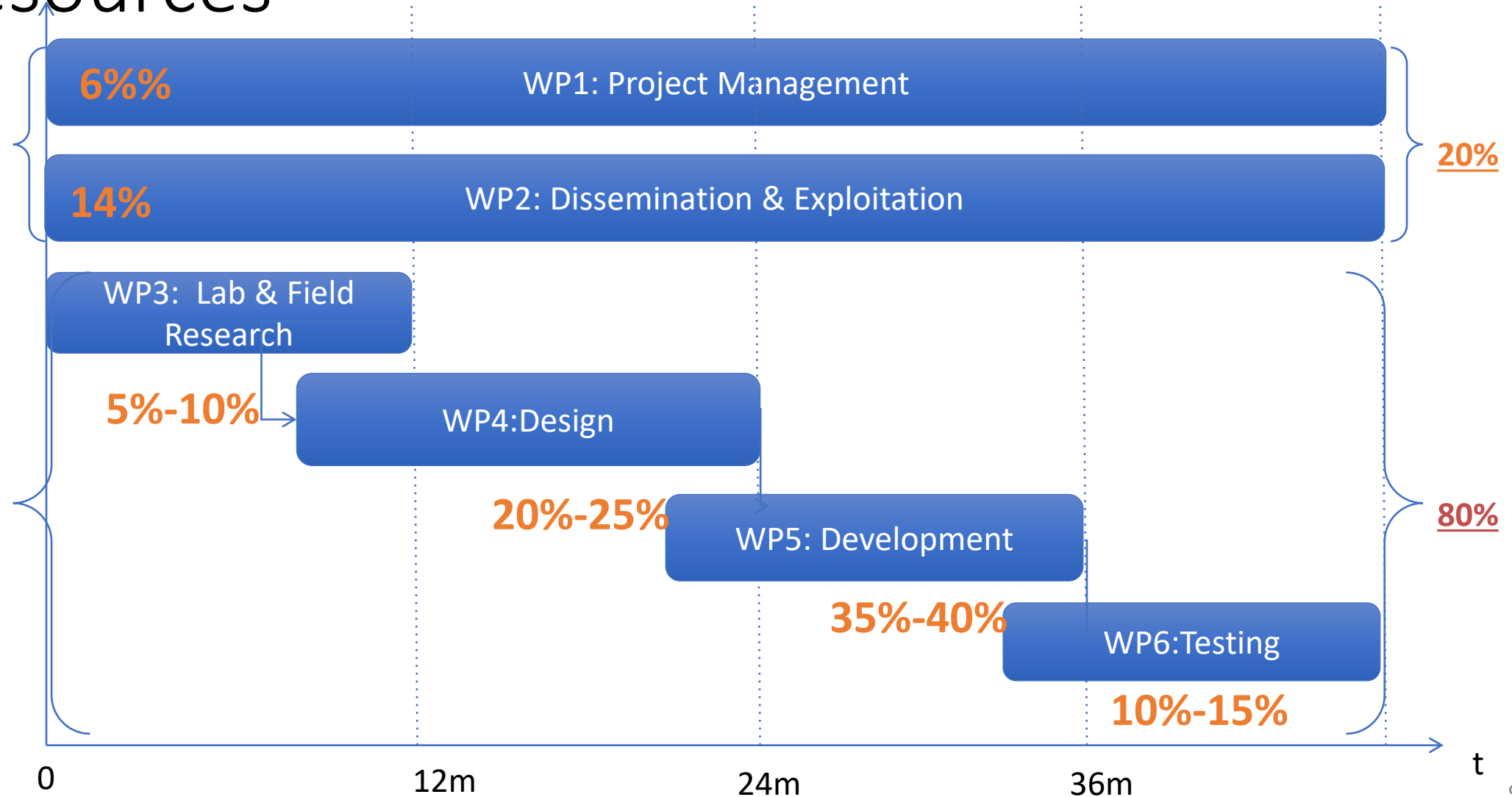
Budgeting Essentials

Examples and templates

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

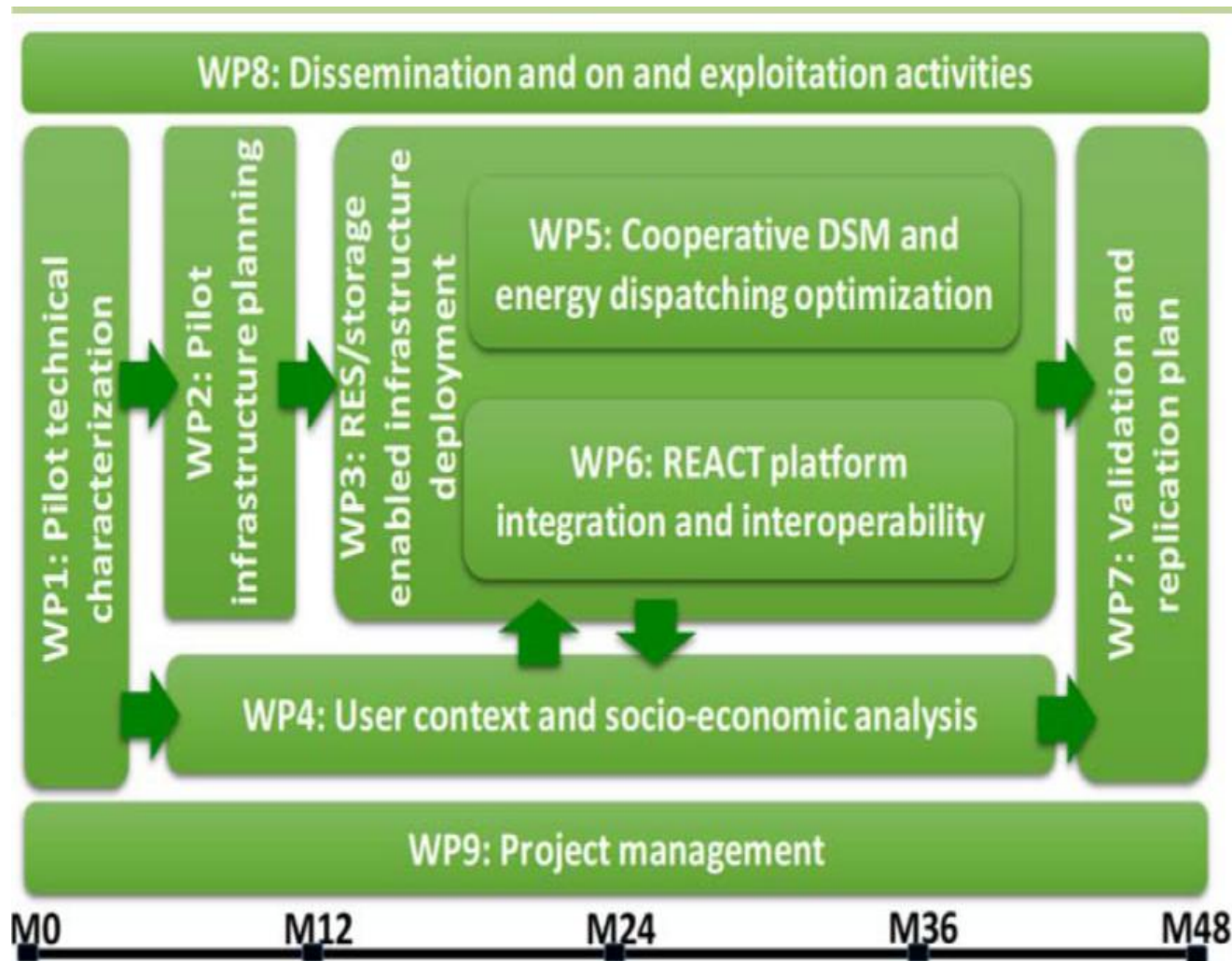


70-30 Rule in Budgeting a RIA and an IA (RoT)

- **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 & 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

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.TM System

E. _____ he 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

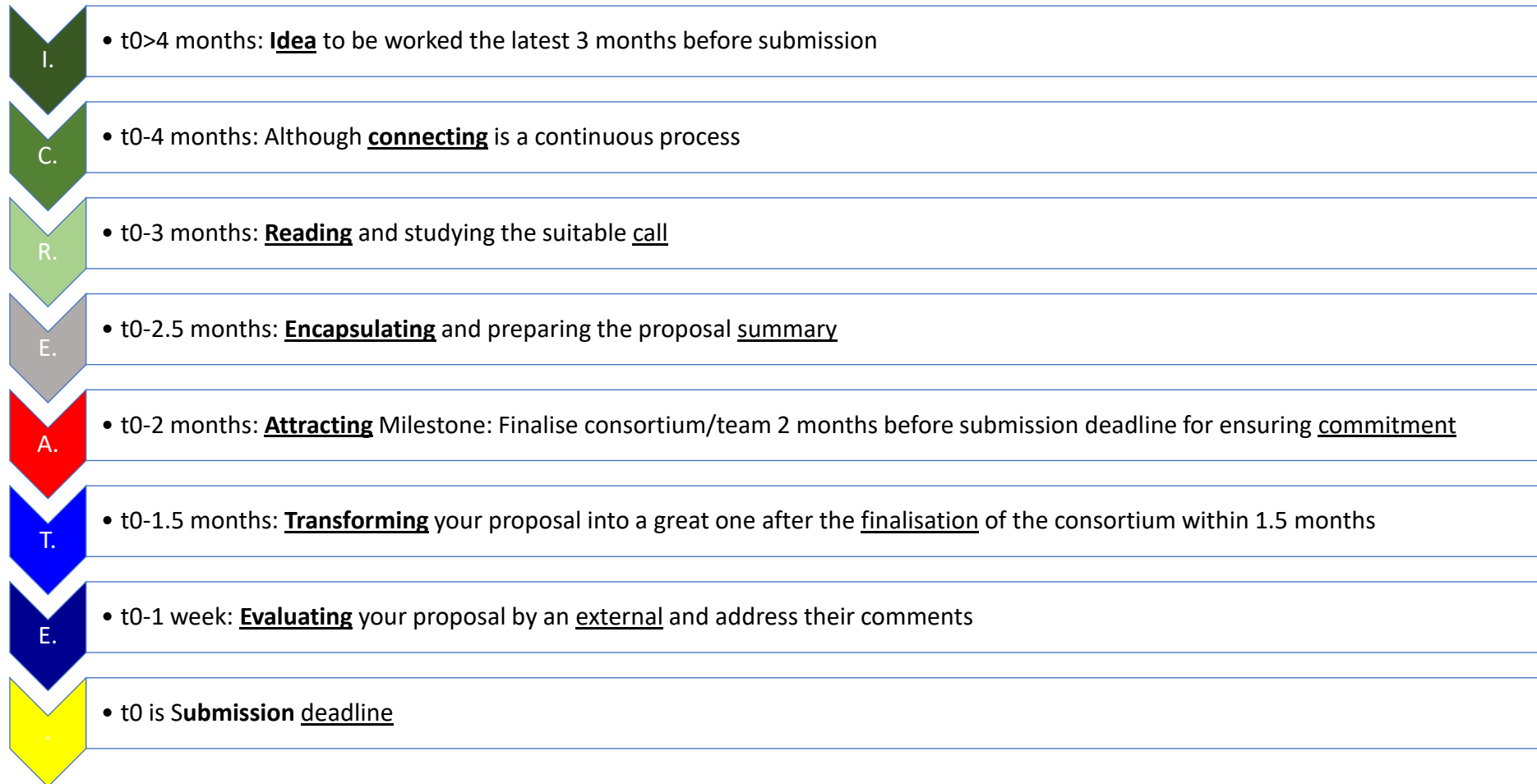
- How convincing the proposal is against each subsection criterion
- On weaknesses on the approach based on the text provided
- Evaluation can also take place earlier on the proposal summary and/or on the proposal idea

You address the evaluation feedback and ...

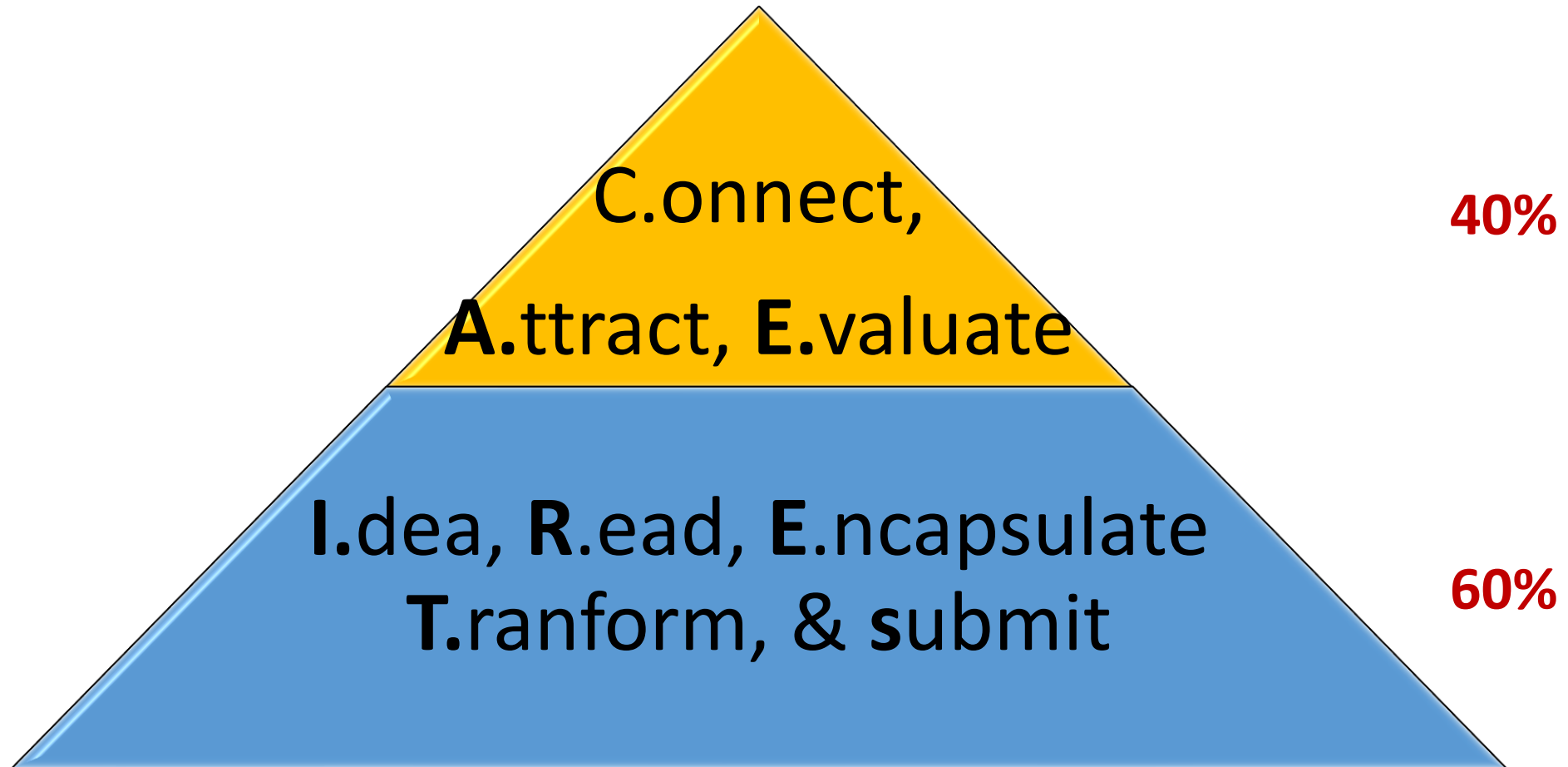
S. Submit the final proposal

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

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

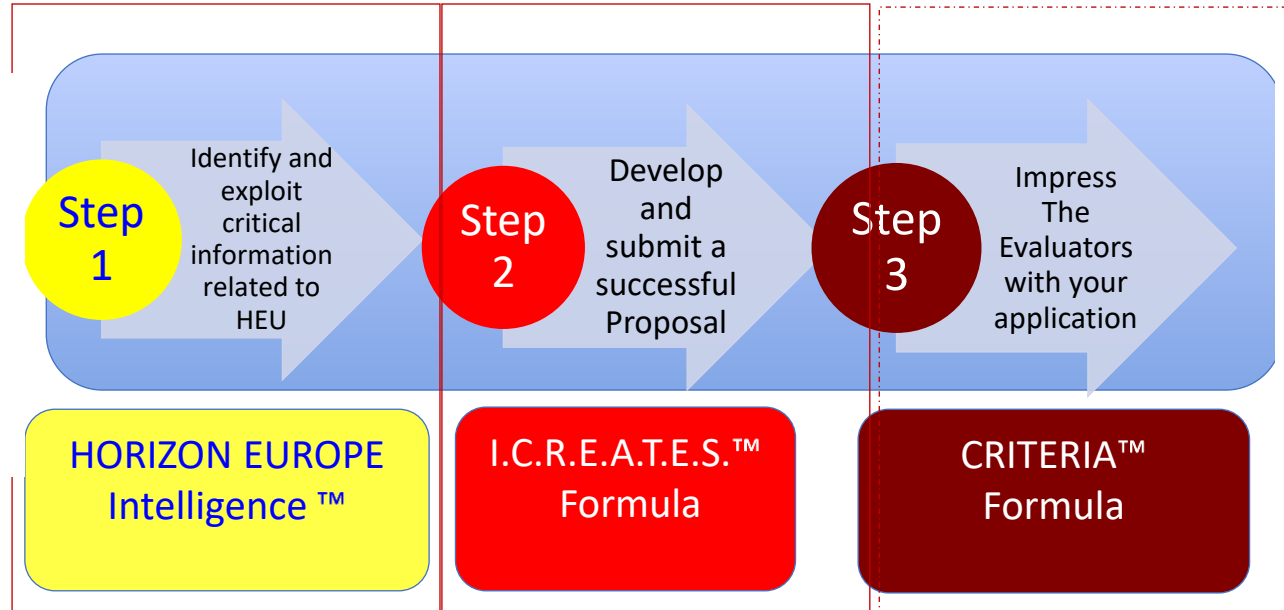


As rule of thumb: Effort for reaching the top as coordinator



3 steps success in Horizon Europe

From Struggle



To Success





1. In the I.C.R.E.A.T.E.S. formula, what does the “I” stand for?



2. Which part of the formula deals with finding and validating call topics and documents?



3. “Encapsulate” means writing a 10-page executive summary.



4. What is the recommended minimum structure for a proposal summary?



5. Which type of partner is not funded under Horizon Europe but brings strong interest in project outcomes?



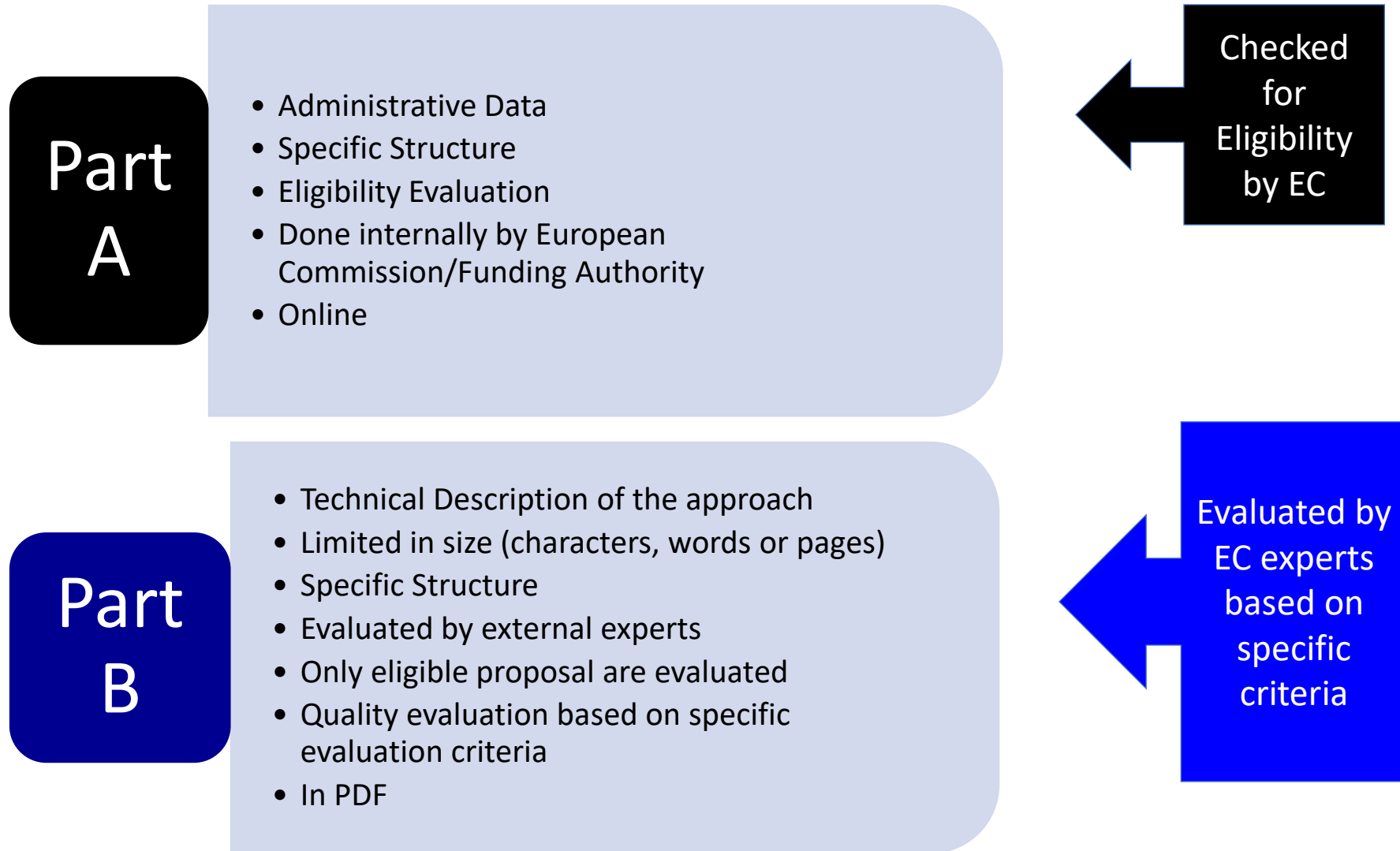
6. Proposal writing should only begin after the call deadline is published.

How to impress the evaluators

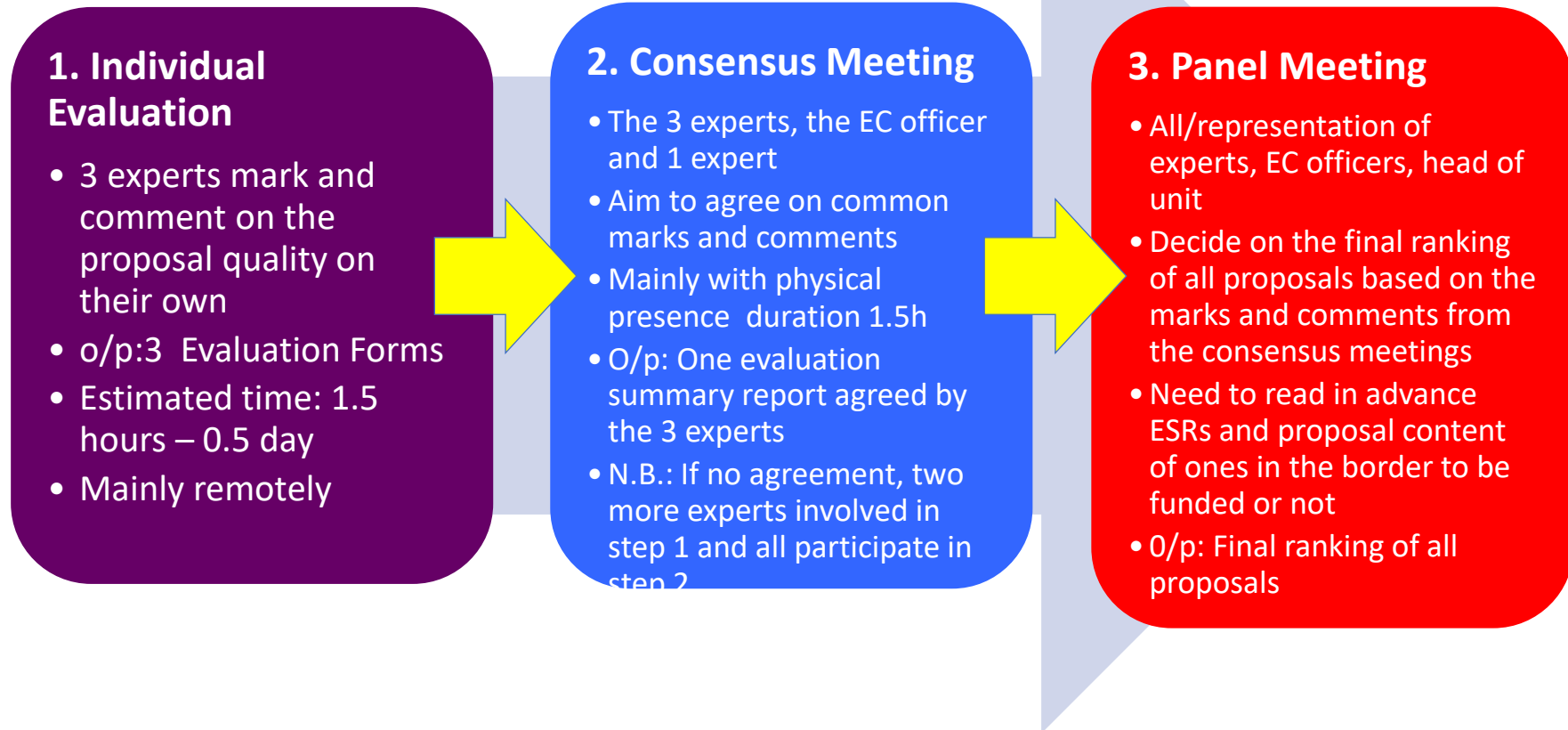
Step 3

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

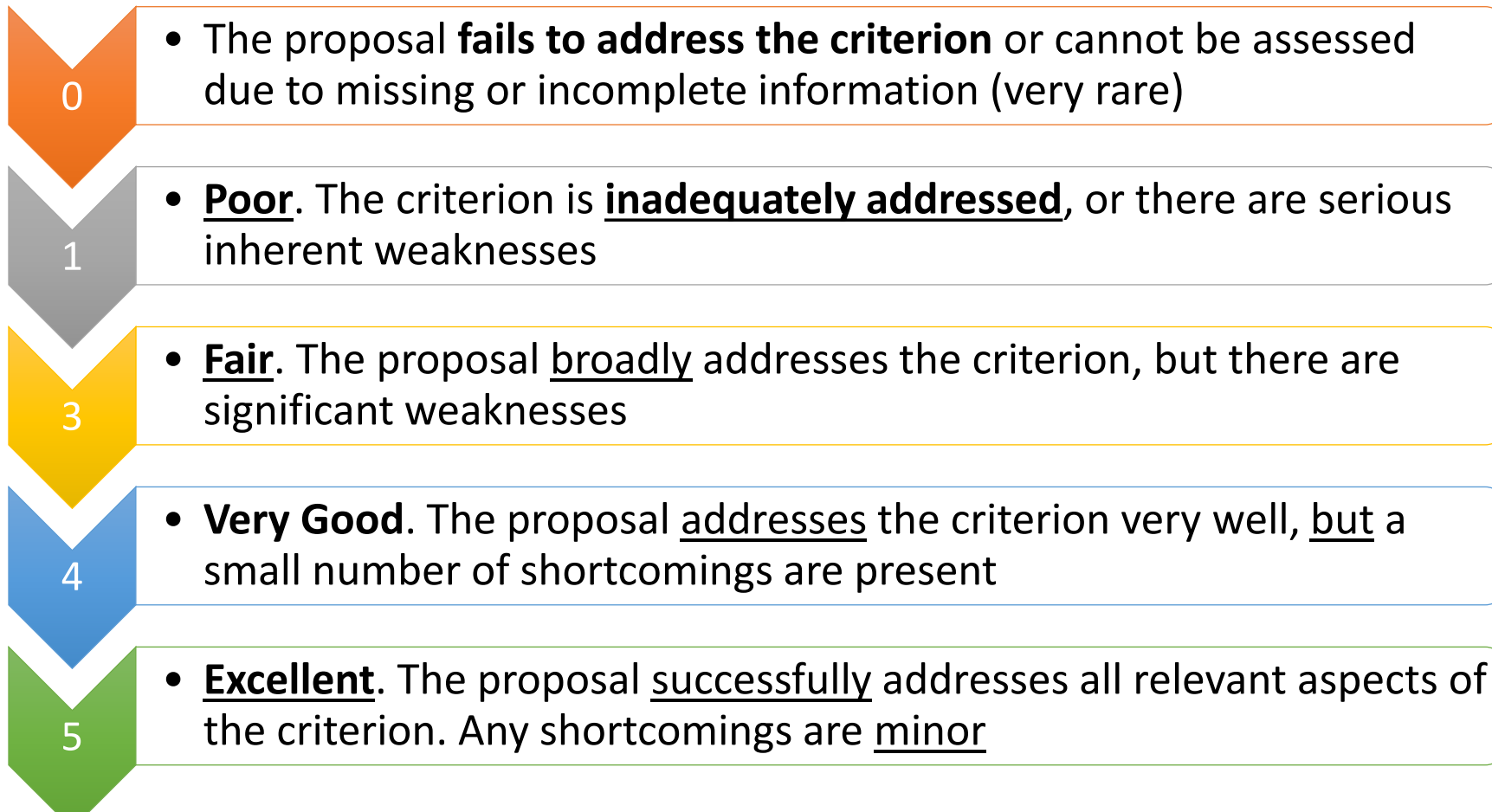
Proposal Structure to be evaluated



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 proposal have around 13,5 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.[™] Formula

- C.
- 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 assume!
- Hence, evidence on your arguments is supported by citations/references

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

- C. Citations
- R. 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.com), [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, 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. I
- T.
- E.
- R.
- I.
- A.



Interesting/Inspiring

- Avoid passive 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!



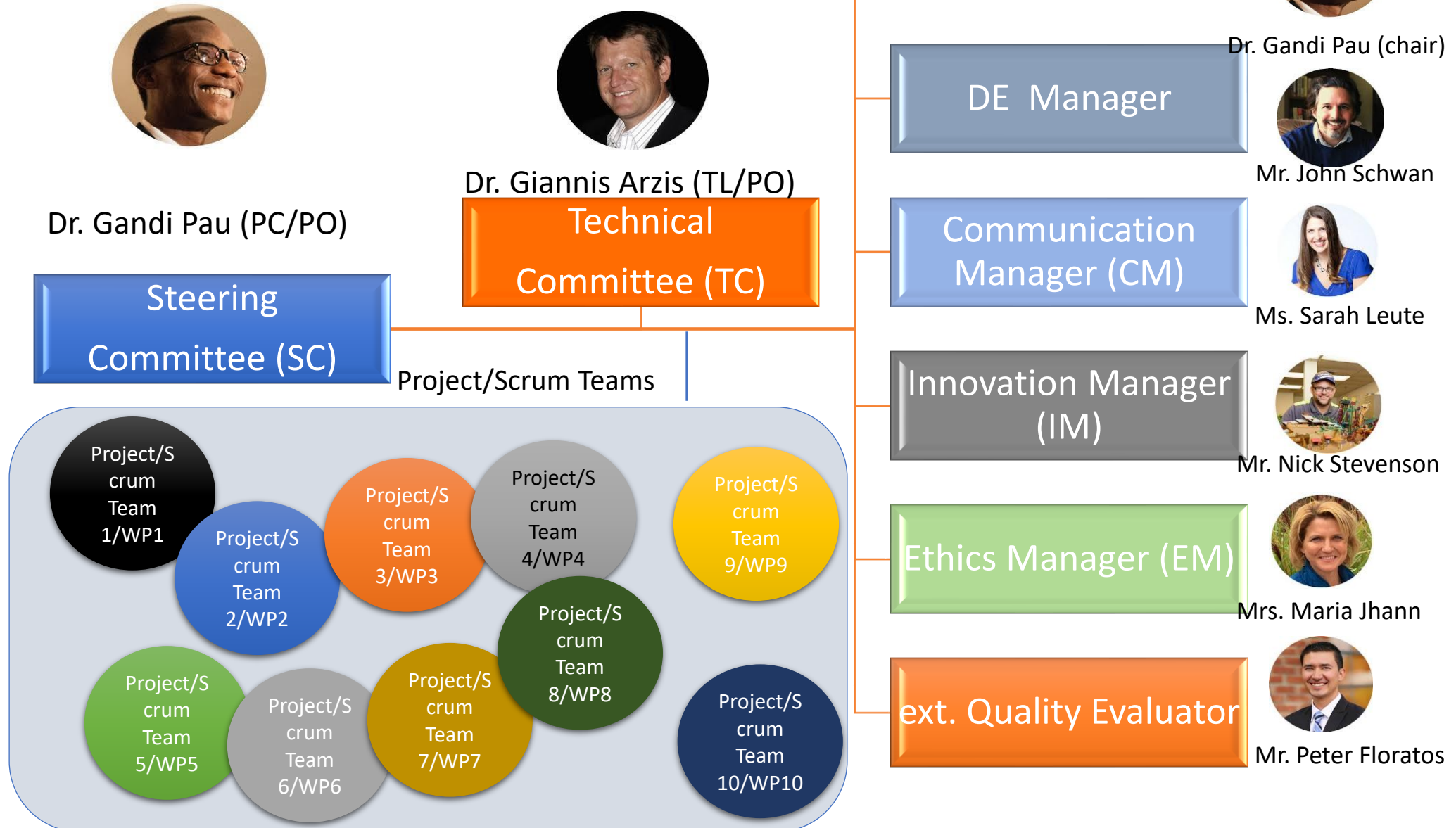
Inspiring/Interesting

- 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. T
- E.
- R.
- I.
- A.



Tangible

- Tangible= Measurable + Specific
- Tip: Anything that can be measured, is specific
- Tangible (Measurable + Specific) CARTIO:
 - 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!!!



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 <i>CVDs (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 “**passepourtout**” 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.

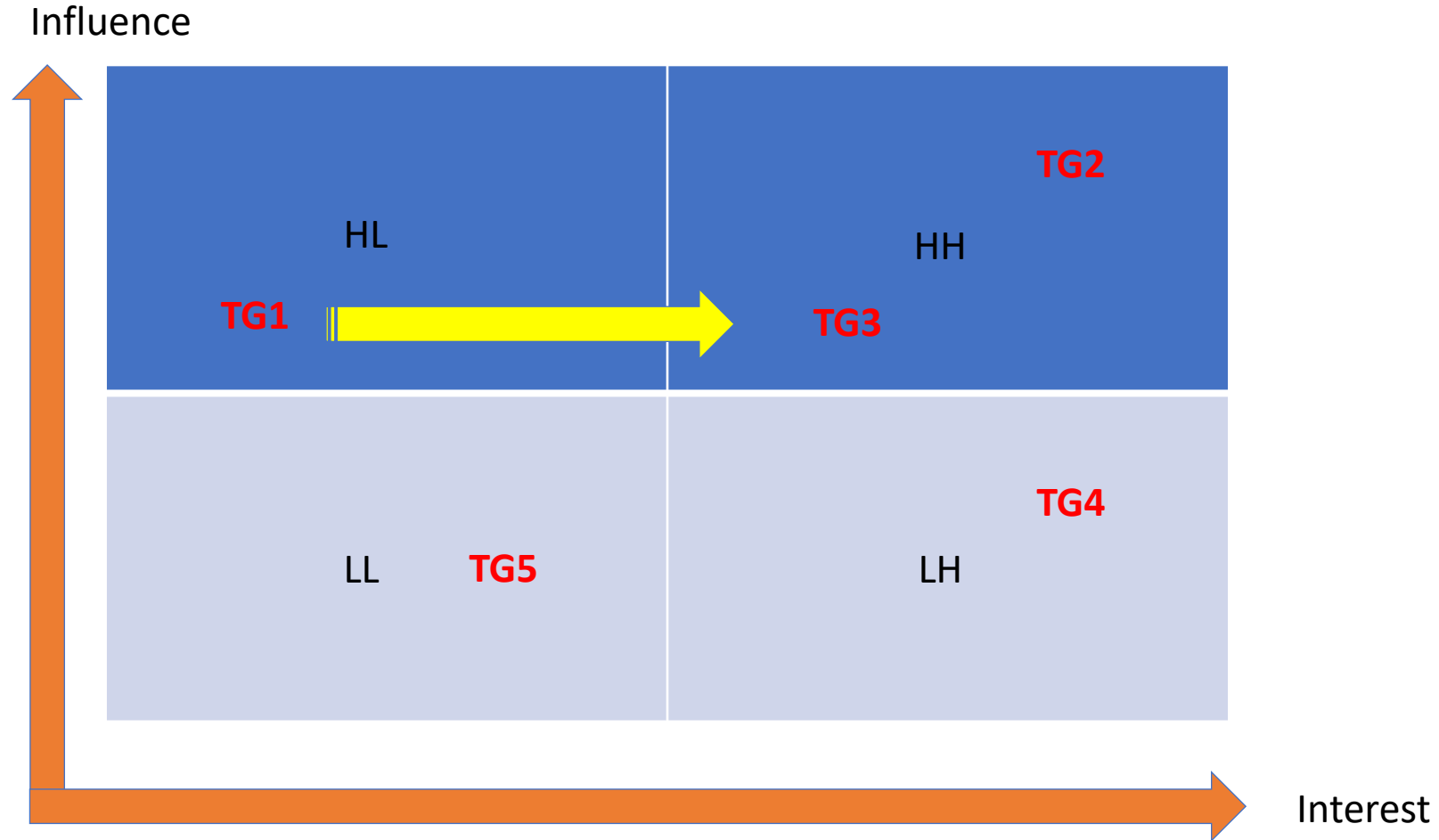
Tangible Target groups



- 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 “Europarliamentarians 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. E
- R.
- I.
- A.

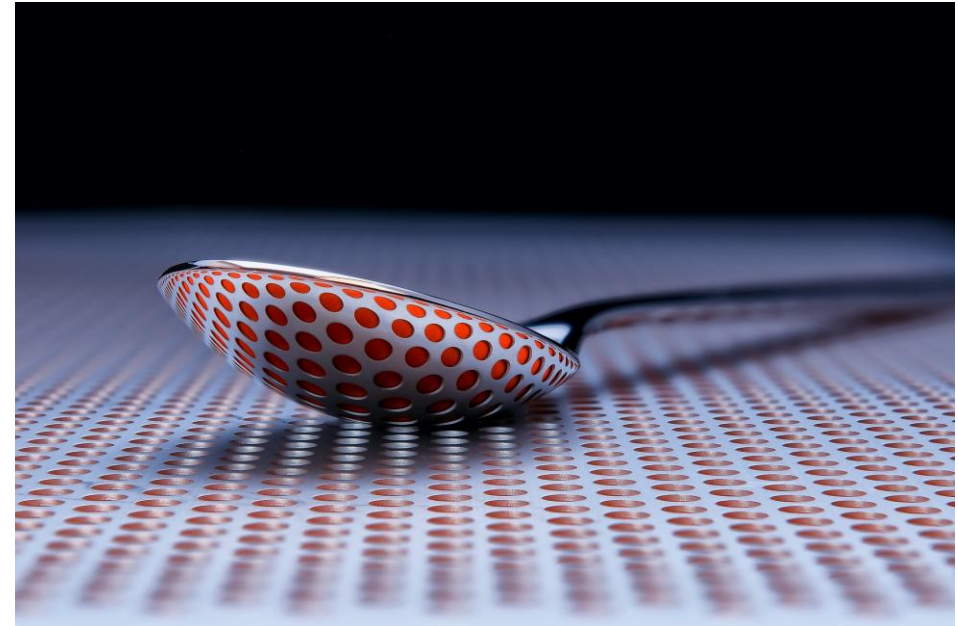


Encapsulate/Abstract

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):

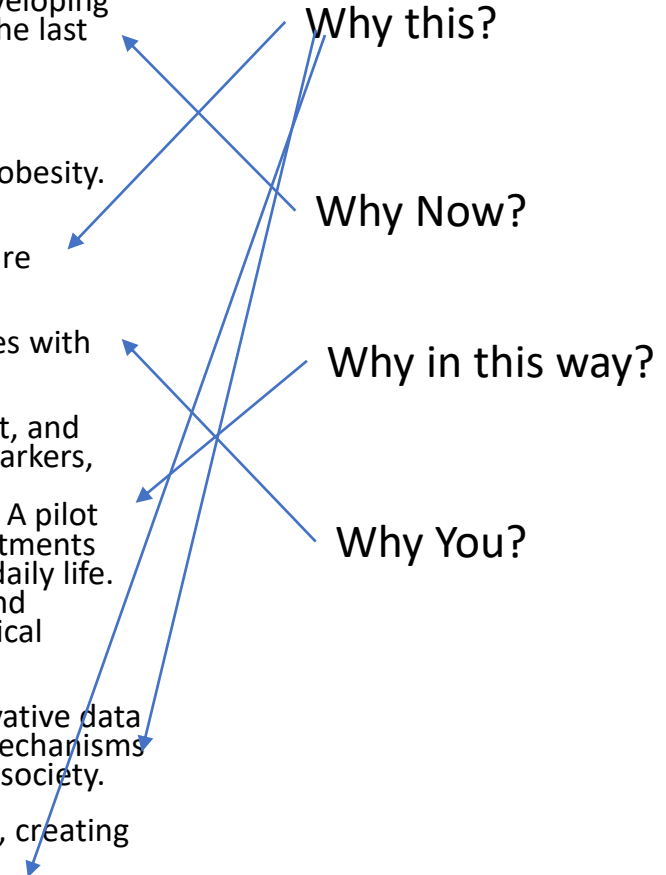
1. Why this project? (i.e. Apply the PSV)
2. Why now? (why it is urgent to deal now and not in some years from now)
3. Why in this way? (why with with this methodology/approach)
4. Why you? (and why not others)

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.
- 
- Why this?
- Why Now?
- Why in this way?
- Why You?

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

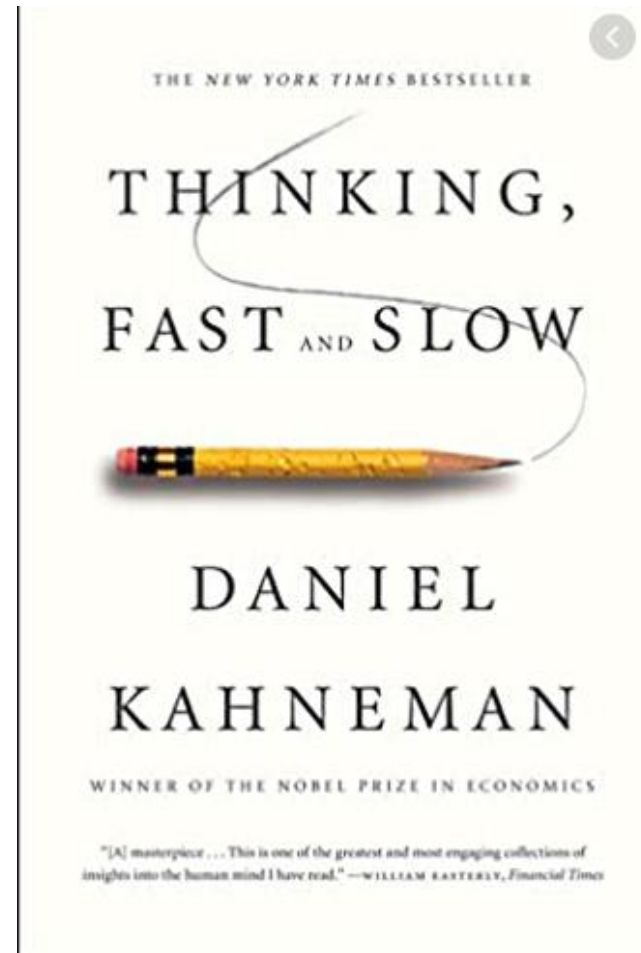
- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4Whys)
- R. Relevant
- I. Interesting
- A. Applicable



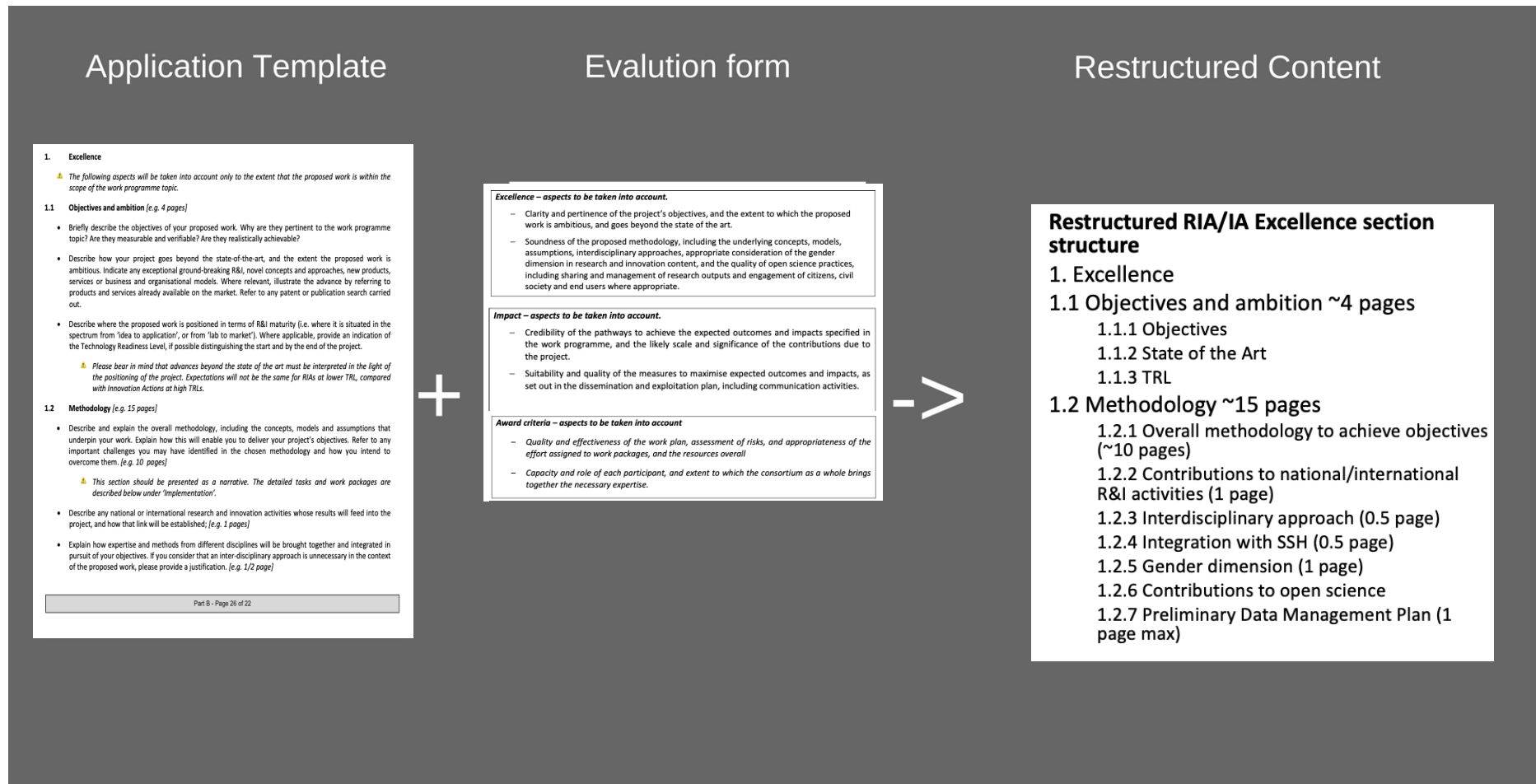
The power of “Cognitive Ease”

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



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

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)

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 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

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

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.*

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.*

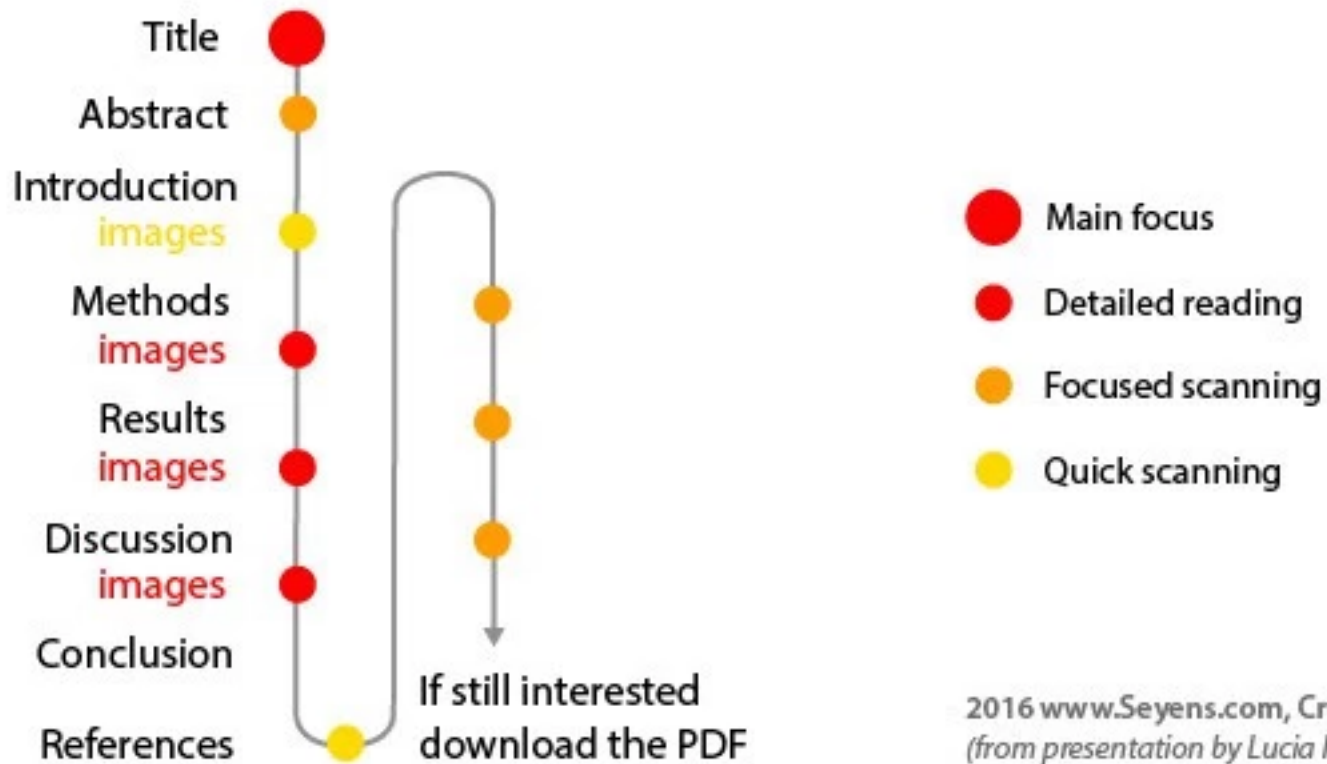
General C.R.I.T.E.R.I.A. Formula

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



A good paradigm!

How scientists scan journal papers when they first see them



2016 www.Seyens.com, Creative commons license
(from presentation by Lucia Franco, ELSEVIER 2010)

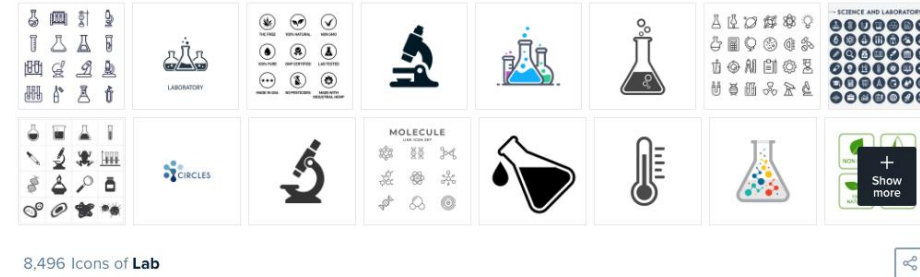
Illustrations

- **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/>



8,496 Icons of **Lab**



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

- C. Citations
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- E. Encapsulation/Abstract (4Whys)
- R. Restructuring
- I. Illustrations
- A. Authenticity



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

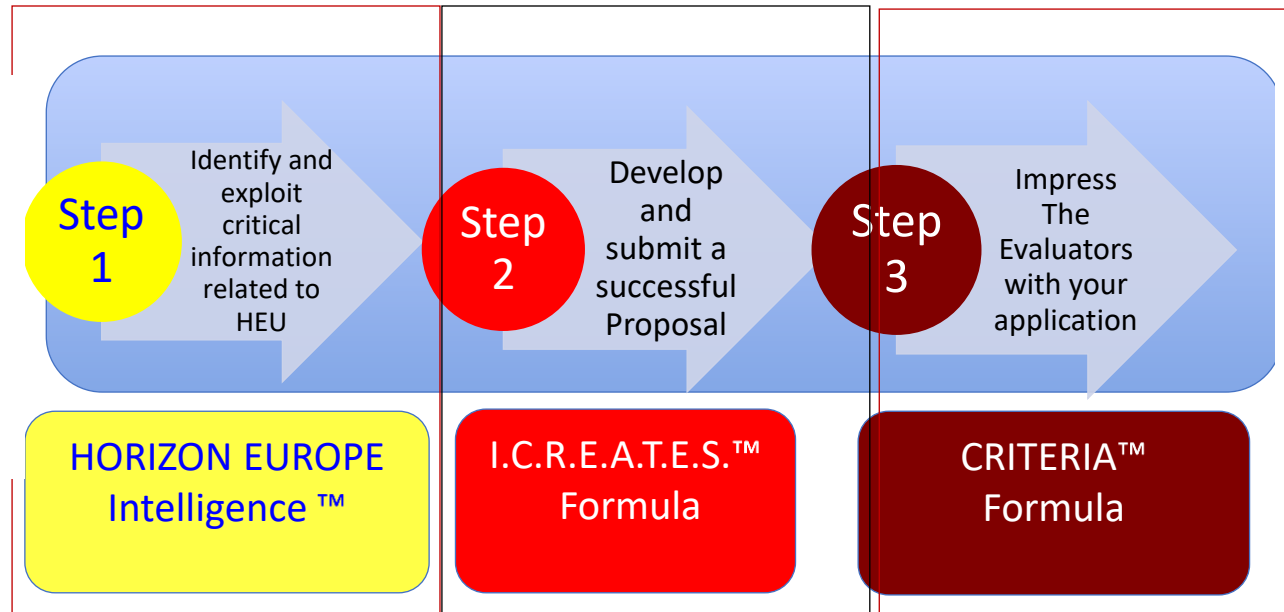
Further innovative element of REGAME project is its **well balanced consortium** that it is the **first serious initiative** to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social 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**.

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3 steps success in Horizon Europe

From Struggle



To Success





1. What does the “C” in C.R.I.T.E.R.I.A. stand for?



2. What score threshold must each evaluation criterion meet in Horizon Europe proposals?



3. A total score of 11 is typically enough to secure funding.



4. What does the “T” refer to in the CRITERIA framework?



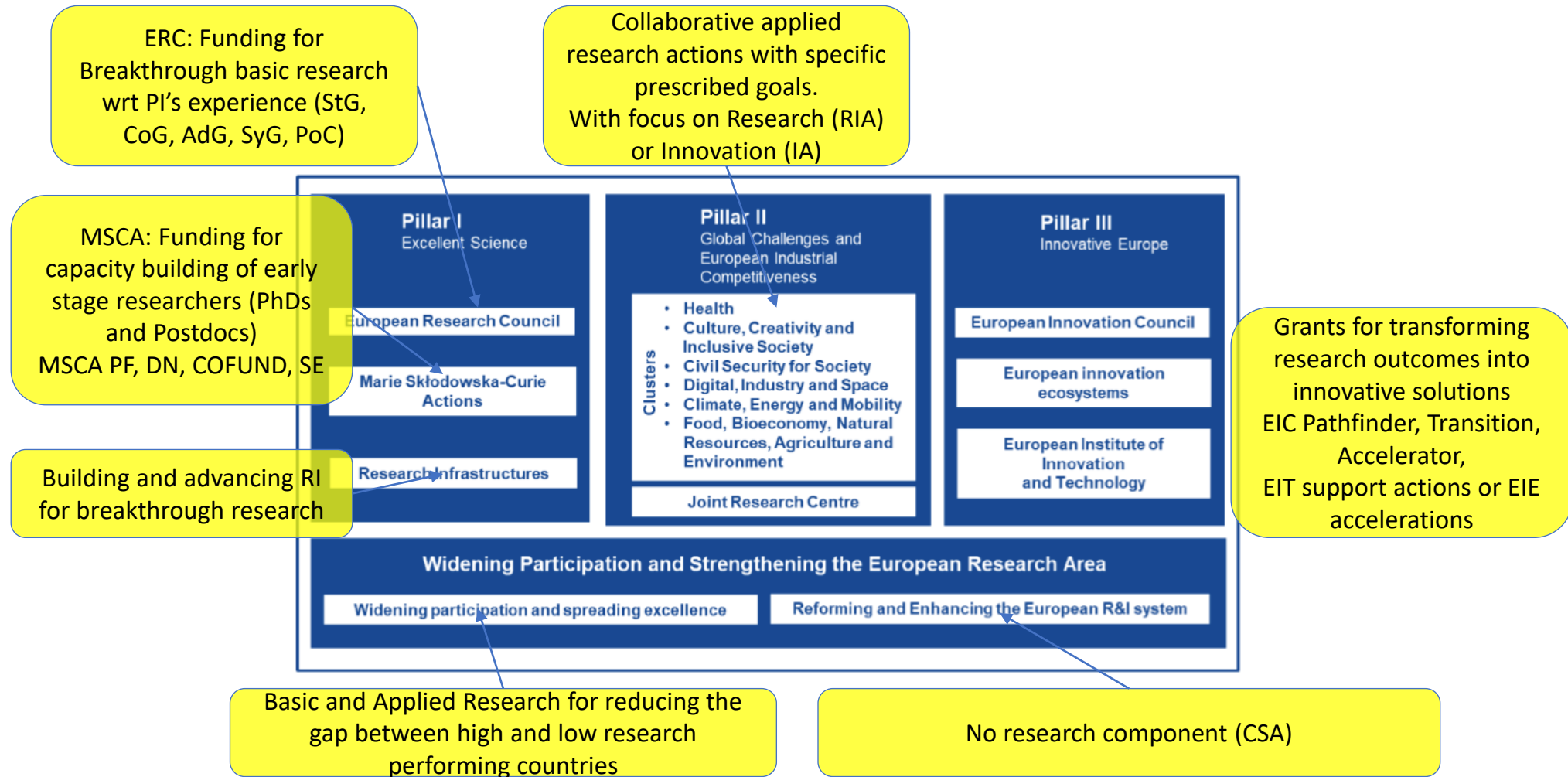
5. Abstracts are optional and do not affect proposal evaluation.



6. Which of the following increases cognitive ease for evaluators?

Preparation for workshops

Horizon Europe Actions



Workshop approach for Day 2

Workshop Session 1: Group Work (~1,5 hours)

- *Participants join one group based on their area of interest and work on the following tasks*
 - *1.1 identify previously funded projects in your area via [Cordis](#) and their project website and discuss why they have been funded*
 - *1.2 Identify those calls that require social science disciplines*
 - *1.3 Connect with the social media channels of the related Executive Agency of your interest(s)*
 - *1.4 Identify experts and their contact details engaged by EC related to your interests OR*
 - *1.5 Create an idea based on 7 principles and specify the proper expertise on board*

Workshop Session 2: Group Presentations and Feedback (~1,5 hours)

- *Each group presents outcomes and receives feedback*

If time allows, switch groups or task to explore additional areas and present accordingly


- *Group 1: ERC – Identify panels and develop breakthrough ideas*
- *Group 2: MSCA – Capacity-building actions for researchers*
- *Group 3: Pillar 2 – Collaborative grant application strategies*
- *Group 4: EIC Accelerator/Pre-accelerator strategies*
- *Group 5: EIC Pathfinder/Transition opportunities*
- *Group 6: Widening Actions – Enhancing participation*
- *Group 7: Open Topic (based on participants' suggestions)*



“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!*

No. 1 Funding Expert | Research & Innovation Coach | Trainer | International Speaker



Nikolaos Floratos, (Dr.)  

Research & Innovation coach | Horizon 2020 | Horizon Europe | EC Expert | Trainer | EU funding expert | International Speaker

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About

▶ 25+ years experience in R&I grant applications | 20+ years as EC expert/evaluator | 15+ years as R&I coach and trainer | 50000+ researchers trained and coached in 45+ countries | 2000+ linkedin recommendations & endorsements | PhD on student engagement | 5 University degrees (B.Eng, B.A, M.Sc, MBA, PhD) | #1 ranked by Google as "Funding Expert..."

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