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General Introductory Training on Horizon Europe Twinning Calls

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#NATIONAL TECHNOLOGY INITIATIVE

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Welcome (5’)

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Who we are

EU Grant Advisor |
Innovation Expert,
Evaluator and Reviewer |
Founder of EcoLife

PhD in Physics

10y experience on EU grants and project management

- > 20 projects funded, EUR 170+ Million raised
- > 15 projects managed
- Expertise: CL1, CL6, CL5, Widera, LIFE

Evaluator and scientific expert
Reviewer

EU R&I Project Support |
Health Policies &
Partnerships

MA in European Public Affairs
MA in Science and Technology Studies

10y experience on EU policies and projects

- Matching policies with projects to improve projects´ impacts
- Focus: EU Partnerships, Widera, CL1; Responsible science and innovation, citizen science, co-creation, patient participation

Objectives

What you will « learn »

- Understand the EU **funding landscape / mechanisms** and the opportunities available to **network** for building consortia
- Learn how to **identify** suitable calls, develop a **concept note** and build a **strong consortium**
- The process of **analysing a call** for projects
- How to **prepare and submit a proposal**, and its evaluation
- **Best practices** for structuring a solid project, aligned with the EU's strategic priorities
- **Practical advice** on setting up a competitive consortium, writing convincing proposals and complying with technical requirements

Program

First day – 19th January 2026 - Morning

09.45 - 10.30 EU funding landscape(45’)

10.30 - 11.45 Decoding the call(75’)

11.45 - 12.00 Break (15’)

12.00 - 13.30 Structuring a proposal in response to a call for proposals: excellence and implementation (90’)

13.30 - 14.15 Lunch (45’)

Program

First day – 19th January 2026 - Afternoon

14.15 - 15.30 Structuring a proposal: impact (75’)

15.30 - 16.00 Final considerations (30’)

16.00 - 16.15 Break (15’)

16.15 - 17.00 Q&A (45’)

17.00 – End of the training

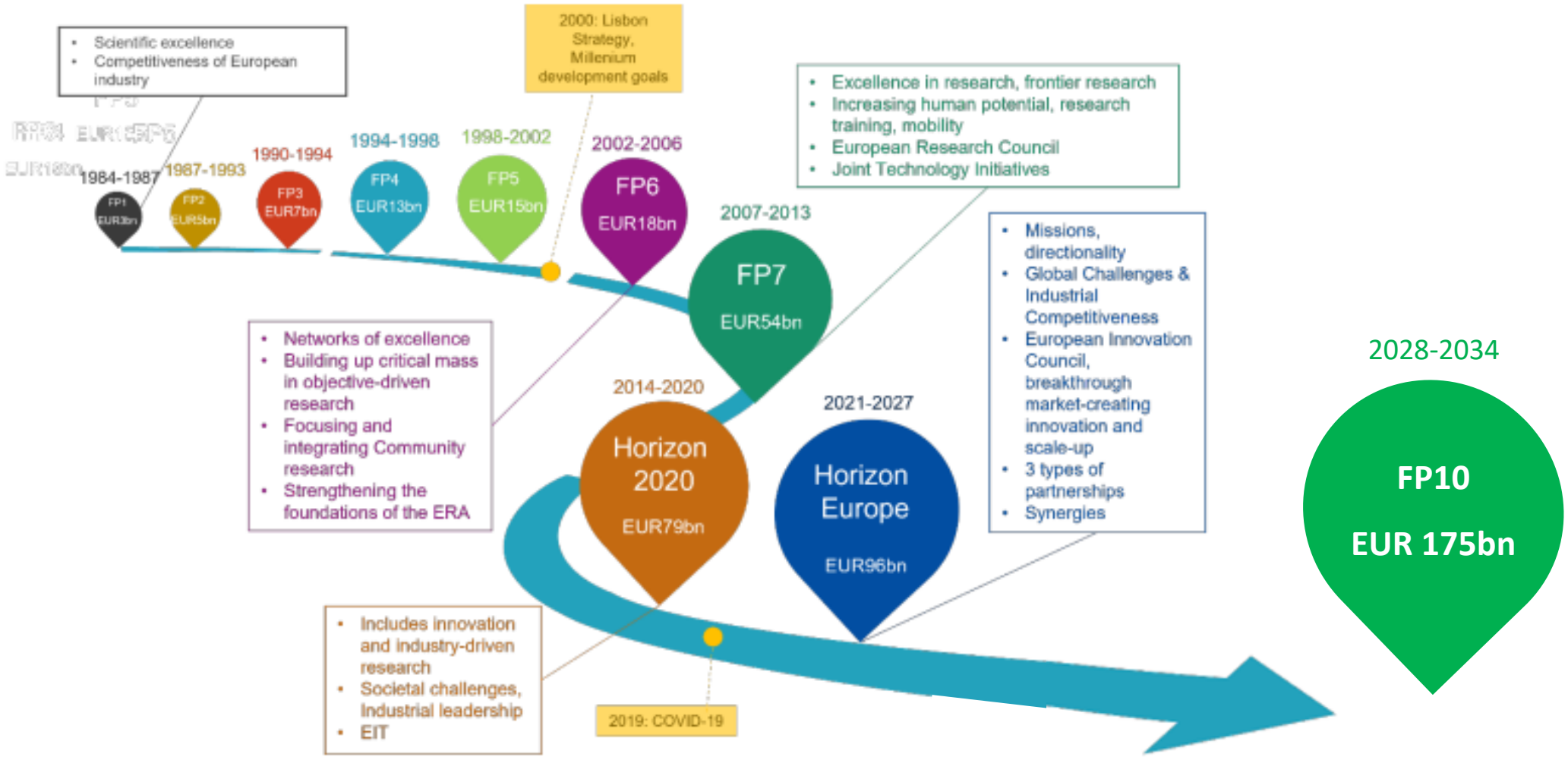
EU funding landscape(45’)

EC context
WIDERA program (Twinning)
Coordinator vs Partner
Skills matrix
CORDIS & networking

Icebreaker - Why be part of HE

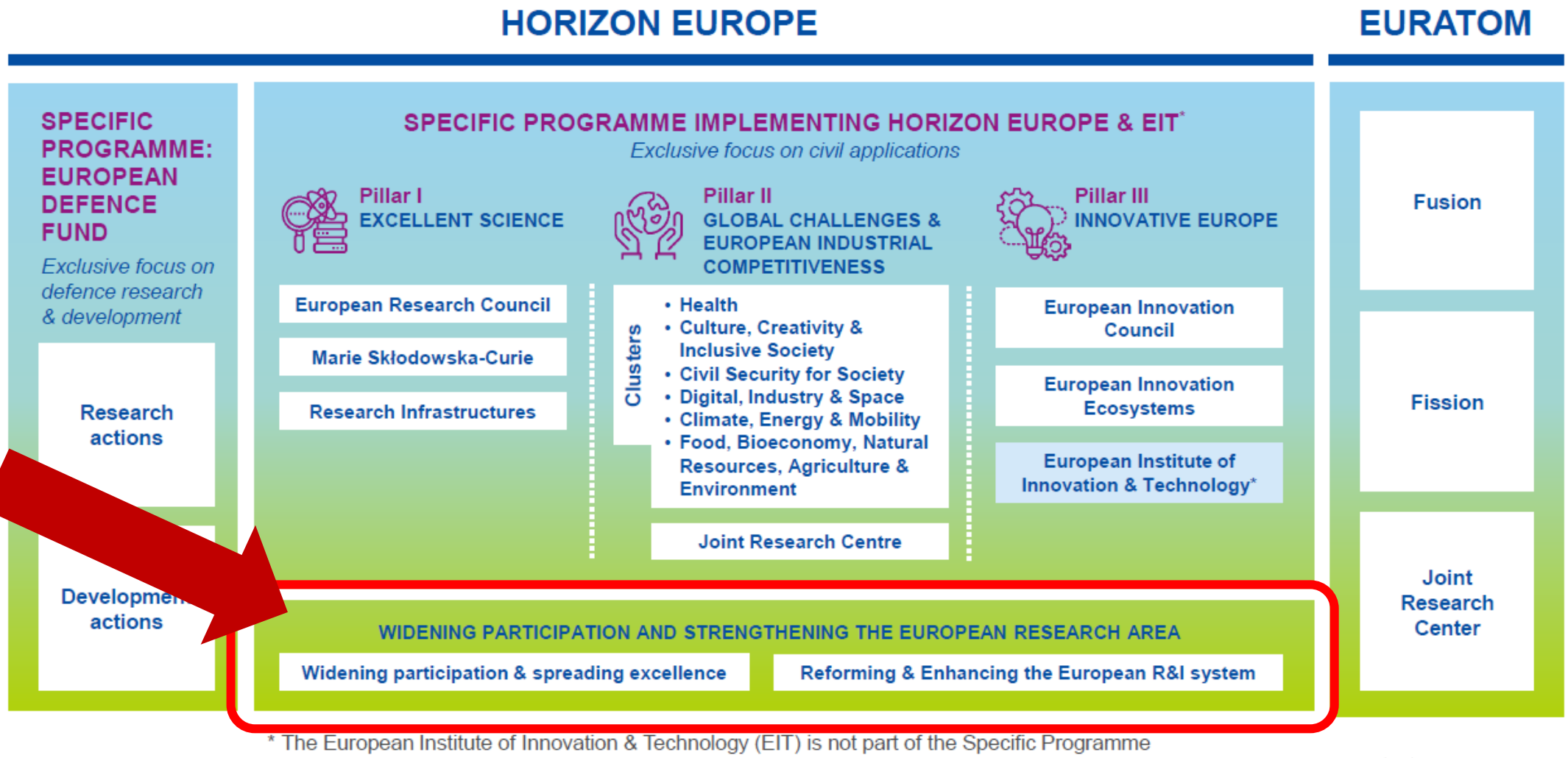
- Gain visibility
- Secure substantial funding
- Expand and forge new partnerships
- Take your projects to a European level
- Gain a better understanding of the European market and position yourself against the competition

Evolution of the framework programme



Source: Steeman J-T., Peiffer-Smadja O., Ravet J. (2023). *Global benchmarking of the European framework programme for research and innovation: insights on public funding in major economies.* European Commission R&I paper series.

HE structure



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

Türkiye in HE – Key figures

Net EU Contribution
354,8M 0,69% HORIZON EUROPE
Funding received by the project's participants after deduction of their linked

Signed Grants
676 3,33% HORIZON EUROPE
Number of grant agreements signed, including suspended, terminated and

Participation
1.129 0,93% HORIZON EUROPE
Number of organisations involved in HORIZON EUROPE projects. One

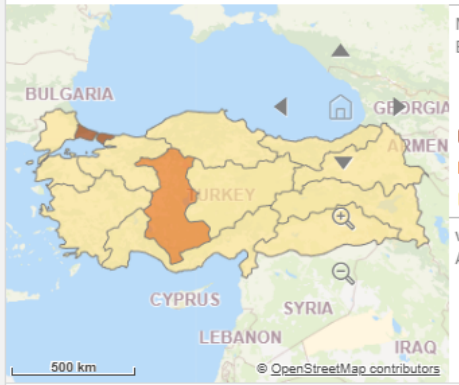
Unique Participation
447 1,42% HORIZON EUROPE
Number of unique organisations involved in HORIZON EUROPE projects. One

Success rate
12,19% 9,32% Average
Ratio of the retained applications to the total number of eligible applications received. It filters only at country level.

Eligible Proposals
4.601 3,71% HORIZON EUROPE
Proposals that have not failed at the eligibility or admissibility step of the evaluation, that have not been

Applications
7.991 1,41% HORIZON EUROPE
Number of organisations applying for HORIZON grants. One organisation applying in N proposals

Participations by region (NUTS 1)



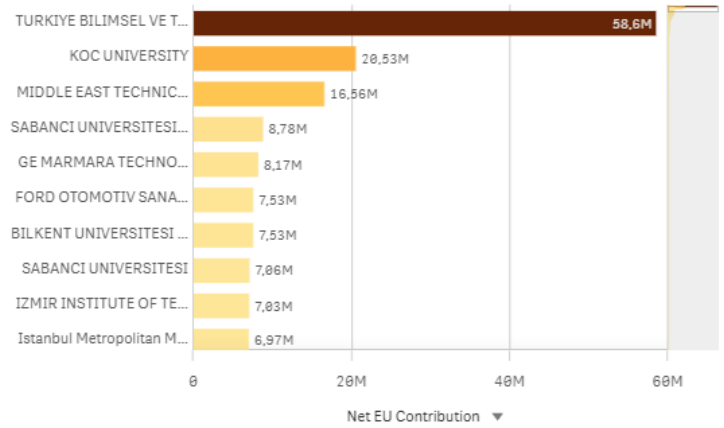
Administrative boundaries: © EuroGeographics © OpenStreetMap contributors. Source: European Commission – Eurostat/GISCO. The designations employed and the presentation

Participation by region (NUTS 3)

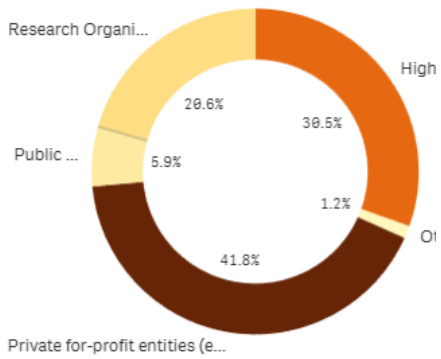
Region (NUTS 3)	Participation	Net EU Contribution
Totals	**1129**	**354 811**
İstanbul	468	152 494
Ankara	291	118 957
Not Available	115	26 632
İzmir	78	16 788
Kocaeli	45	12 838
Bursa	17	3 485
Sivas	12	1 785
Adana	10	1 666
Eskisehir	9	2 550

The filters are available only for country and NUTS levels.

Top organisations



Types of organisations
Based on the net EU Contribution



Türkiye in HE – Key figures

Participation in Programmes -

Programme | Country Group | Country/Territory

Budget share rank

4 out of 22 Associated Countries

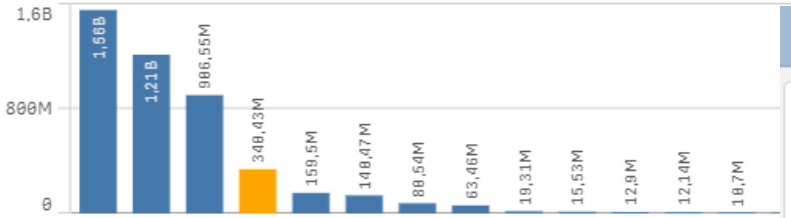
Ranking position based on funding received from HORIZON EUROPE, for a country in its country group

Participation rank

4 out of 22 Associated Countries

Ranking position based on the participations in HORIZON EUROPE, for a country in its country group

HORIZON EUROPE Contribution (EUR) to Associated Countries



TR

Overview by programme/pillar/thematic priority/keyword

WIDENING

WIDERA / Structure & Priorities

WIDERA comprises **two broad strands** (i.e. policy aims):

1. Widening participation and spreading excellence – calls like Twinning, Teaming, Hop-on Facility, etc.
2. Reforming & enhancing the European R&I system – calls to strengthen systemic conditions, evaluation, policy-making and open science practices at institutional or national level.

WIDERA priority areas
I) Deepening a truly functioning internal market for knowledge
II) Taking up together the green transition and digital transformation and other challenges with impact on society, and increasing society's participation in the ERA
III) Enhancing access to R&I excellence across the Union and enhancing interconnections between innovation ecosystems across the Union
IV) Advancing concerted R&I investments and reforms

WIDENING / Context

WIDENING stands for Widening Participation and Spreading Excellence — a dedicated programme part within HE that aims **to reduce disparities in R&I performance across EU**. It supports countries and institutions with lower R&I performance ("Widening countries") so they can strengthen their capacity, excellence and integration in the European Research Area (ERA).

🎯 Main Goals of WIDENING

- Boost research excellence and innovation capacities in less-performing R&I systems.
- Facilitate knowledge transfer and networking with leading European institutions.
- Promote wider integration and participation in HE.
- Strengthen research management and institutional capacities for long-term sustainable excellence.

WIDENING / Snapshot

Instrument / Destination	Main focus
Twinning	Strategic networking & capability building
Teaming for Excellence	Creating or upgrading Centres of Excellence
Hop-on Facility	Integration of R&I actors into existing projects
Research Management Facility	Enhance research excellence
ERA Fellowships	Attracting postdocs to widening institutions
ERA Chairs	Bringing top researchers to strengthen leadership
Excellence Hubs	Team up and create better linkages between academia, business, government and society
EIC Pre-Accelerator	Increase the innovation potential of deep-tech startups in the Widening countries

WIDENING / Twinning

Call - Twinning

HORIZON-WIDERA-2026-02

Overview of this call[12]

Proposals are invited against the following Destinations and topic(s):

Topics	Type of Action	Budgets (EUR million)		Expected EU contribution per project (EUR million)[13]	Indicative number of projects expected to be funded
		2026	2027		
Opening: 08 Jan 2026 Deadline(s): 09 Apr 2026					
Destination: Widening participation and spreading excellence					
HORIZON-WIDERA-2026-02-WIDENING-01: Twinning	CSA	223.00	41.50	0.80 to 1.50	210
Overall indicative budget		223.00	41.50		

Twinning is one of the flagship WIDERA instruments. It is **designed to connect research institutions in Widening countries with at least two research institutions in other EU Member States or Associated Countries.**

Through such partnerships, the programme stimulates knowledge exchange, best practice transfer, and strengthens the research and institutional capacities of the Widening partner(s).

WIDENING / Twinning

Work Programme 2023-2025

A) Twinning Bottom Up: 76 projects were funded → **6 coordinated by TR**

B) Twinning Green Deal: 20 projects funded → **1 coordinated by TR**

Work Programme 2026-2027

Number of projects to be funded (Twinning): 210 approx.

Expected EU contribution / project:
0.80 to 1.50 M€ (223M-2026 + 41,5M-2027)

Opening: 08 Jan 2026

Deadline: 09 Apr 2026

WIDENING / Twinning / Nutshell

✓ **Type of Action:** CSA
✓ **Consortium:** At least 3 entities – the coordinator from a Widening country + at least 2 leading research institutions from different Member/Associated States.
✓ **Focus / Activities:** Networking, capacity building, knowledge transfer through events, staff secondments, training, workshops, etc.
✓ **Duration:** Up to 3 years.
✓ **Typical Funding:** About €0.8M – €1.5M per project (lump sum)
✓ **Deadline:** 9 April 2026
✓ **JRC** can be part as associated (or €0)
✓ **Specs:**
- Optional 'R&I' component up to 30% of the budget (WP1, ≥50% to the coordinator)
- Research management capacity building
- GEP in place

WIDENING / Twinning / Impact

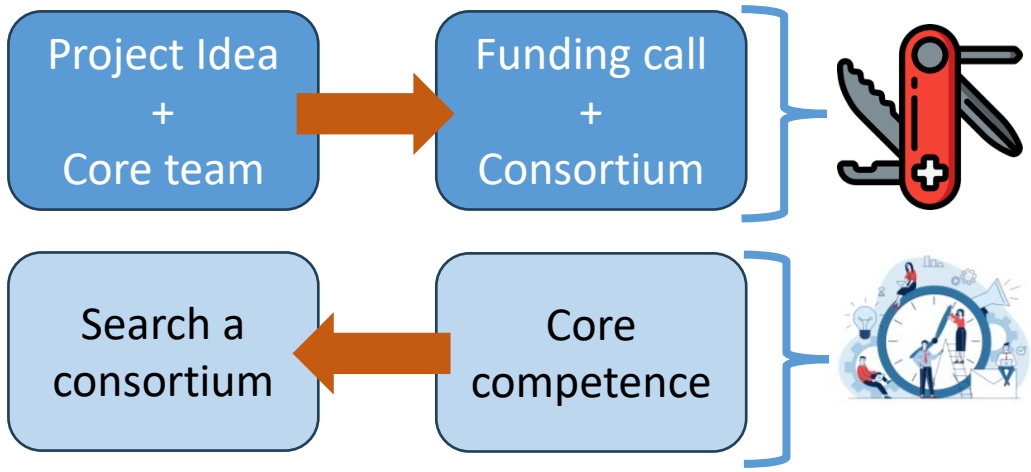
Twinning can be seen as a **mentorship-style programme** – where a Widening institution builds a focused collaboration with experienced peers to accelerate its research profile.

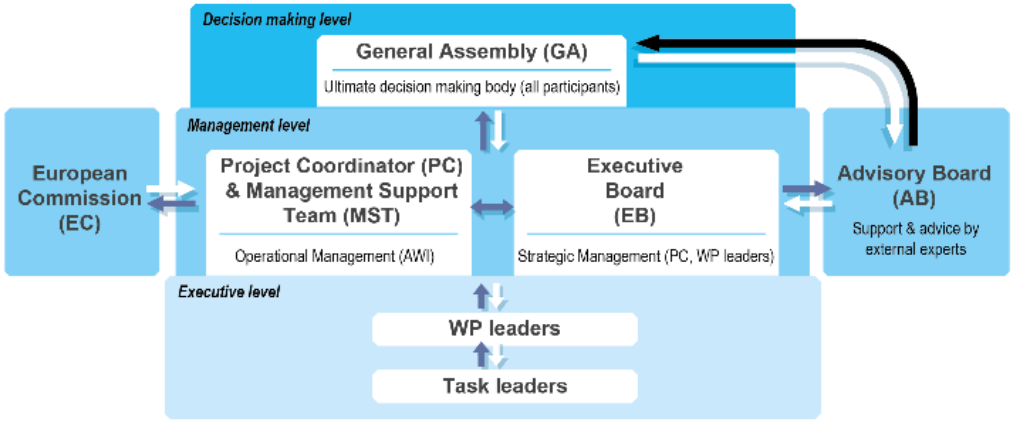
- ✓ **Raise** research excellence and visibility of institutions in Widening countries.
- ✓ **Increase** strategic networking and collaboration with top research partners.
- ✓ **Strengthen** research management and administrative capacities at the coordinating institution.
- ✓ **Enhance** international research mobility and exposure for staff and researchers.

WIDENING / Twinning / Practical notes

✓ Only entities based in a Widening country can coordinate Twinning proposals.
✓ Partners from any EU Member State or Associated Country can participate.
✓ Proposals are submitted via the Funding & Tenders Portal by the published deadline.
✓ F&T portal contains all call documentation (i.e. eligibility, financial rules, etc.) → This step is crucial and essential before proceeding with the application
✓ Successful projects aim to leave a lasting institutional impact – beyond the project lifetime.

Coord. Vs Partner





Coordinator: Project lead

- Scientific (implementation of activities and strategic orientations)
- Administrative (management, leadership, project monitoring -planning and monitoring-, interface with the PO and the EC, amendments)
- Financial (Payment distribution, expenditure monitoring, reporting)
- Legal (GA, CA, IP)
- Communication and visibility, Sustainability and exploitation, Impact, Cooperation
- Horizontal themes (parity, ethics, open science, etc.)

Partner: Degree of involvement may vary

- WPL (i.e. responsible for the work and coordination of several partners) or not
- Complementary to the rest of the consortium
- Conforms to the work described in the proposal
- Best way to understand the challenges of HE

Coord. ideal profile

- Established for at least 5 years (Coordinator/ WPL)
- Research and innovation -oriented organisation
- Good financial health and substantial equity capital
- Strong research network
- Cutting-edge expertise in a specific field - Bringing real added value to the various partners
- Track record of patents, existing projects, publications, collaboration with universities
- Have a dedicated coordination team

The coordinator must have an appropriate support structure behind its organization

Build the consortium

Choosing the right partner depends on:

- Tasks: each partner must be assigned a specific role and their tasks must be complementary. The aim is not to bring together the best partners in the same field of expertise, but to find partners who complement each other technically.
- Expertise (think “matrix skills”) and competences.
- Their sectors: they may be academics, SMEs, industries or associations.
- Eligibility rules (usually “3x3” applies)
- Motivation and willingness to commit.
- Trust thinking and attitude.

Each partner must bring a real added value to the project

Networking

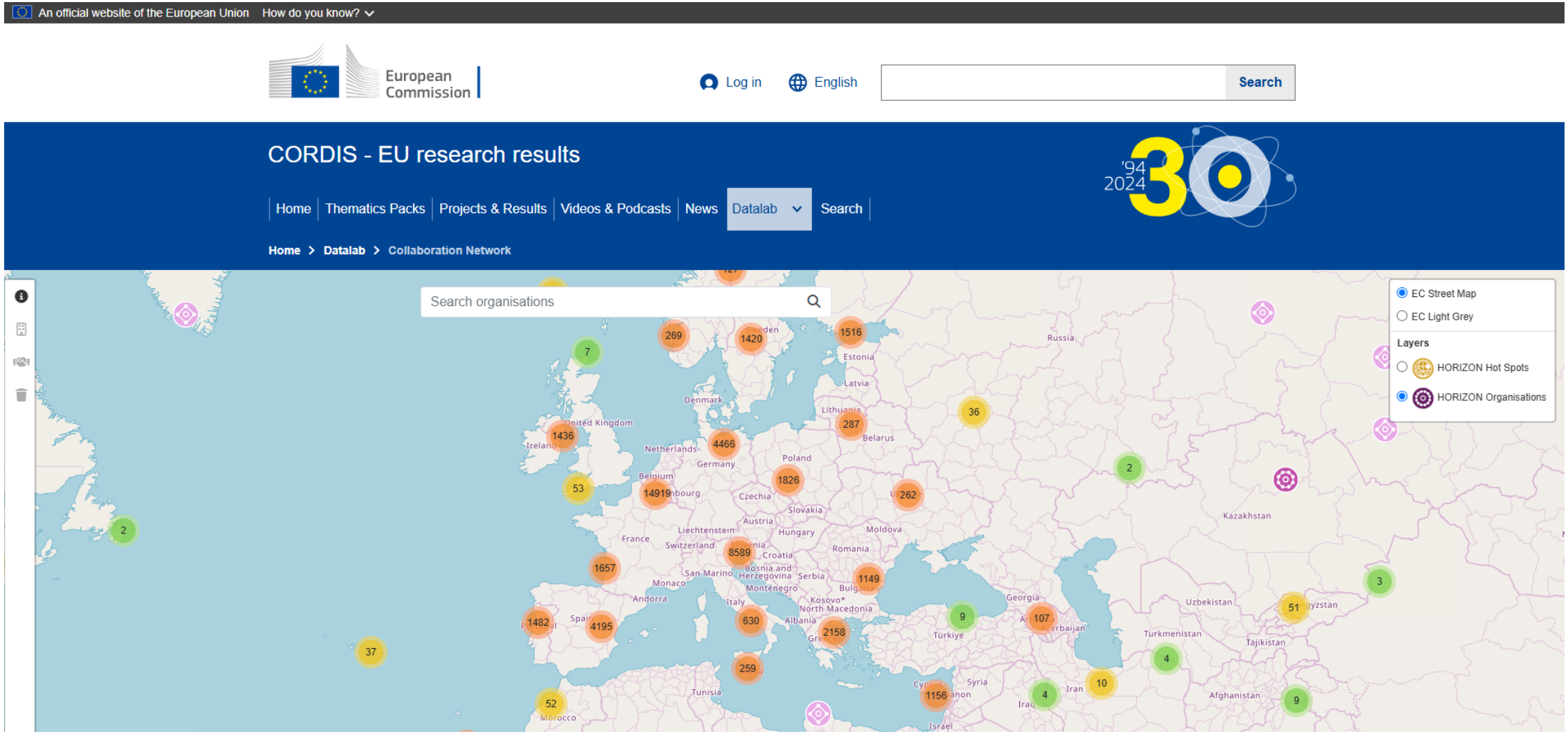
- Internal/ external network
- Look at previous or current European projects on the same theme (CORDIS)
- Meet face-to-face at information days and brokerage events (find out more on the call pages and on the F&T portal or specific programs websites)
- Summary of opportunities: https://www.horizoneuropencpportal.eu/stage
- Contact the National Contact Point (NCP) in the field (https://www.horizon-europe.gouv.fr/les-points-de-contact-nationaux-24230)
- Via platforms: consult profiles in specialised databases (F&T portals, programs ad-hoc platforms)

Networking

- Identify the themes you want to follow and identify the right networks
- Make yourself known (e.g. pitch at infodays in Brussels?)
- Get to know your own network
  - Are my partners involved in EU projects?
  - Use your business connections for your research
- Let your network know that you are involved in EU projects

The network strategy must not be disconnected from the organization's overall strategy

Cordis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Home > Projects & Results > Horizon Europe > Material and digital traceability for the certification of critical raw materials

Material and digital traceability for the certification of critical raw materials

Fact Sheet

Project description

DE EN ES FR IT PL

Enhancing digital and physical traceability of critical raw materials supporting certification

Reliable access to raw materials is essential to Europe's economy and its ability to meet global challenges such as the energy transition. Some critical raw materials (CRMs) are essential to meet these strategic goals. Moreover, demonstrating sustainable sourcing will be required in the future. Reducing risk and enhancing security through better tracking these CRMs which are essential for low-carbon technologies (lithium, cobalt, natural graphite, REEs) as well as improving transparency of their supply chains is the focus of the EU-funded MaDiTraCe project. MaDiTraCe will develop and test digital, geochemical and artificial fingerprinting approaches for CRM traceability and integrate them with a generic certification scheme. It will enhance the reliable supply of these CRMs and support compliance with current and future regulations.

Show the project objective

Fields of science

engineering and technology > environmental engineering > mining and mineral processing

social sciences > economics and business > economics > sustainable economy

Keywords

critical raw materials | traceability | sourcing | certification | digital material passport

Project Information

MaDiTraCe
Grant agreement ID: 101091502

DOI
10.3030/101091502

EC signature date
11 November 2022

Start date	End date
1 January 2023	31 December 2025

Funded under
Digital, Industry and Space

Total cost
€ 11 024 752,50

EU contribution
€ 11 024 752,50

Coordinated by
BUREAU DE RECHERCHES GEOLOGIQUES ET MINIERES
France

Programme(s)

HORIZON.2.4 - Digital, Industry and Space (MAIN PROGRAMME)

HORIZON.2.4.8 - Circular Industries

Topic(s)

HORIZON-CL4-2022-RESILIENCE-01-05 - Technological solutions for tracking raw material flows in complex supply chains (RIA)

Call for proposal

HORIZON-CL4-2022-RESILIENCE-01

See other projects for this call

Funding Scheme

HORIZON-RIA - HORIZON Research and Innovation Actions

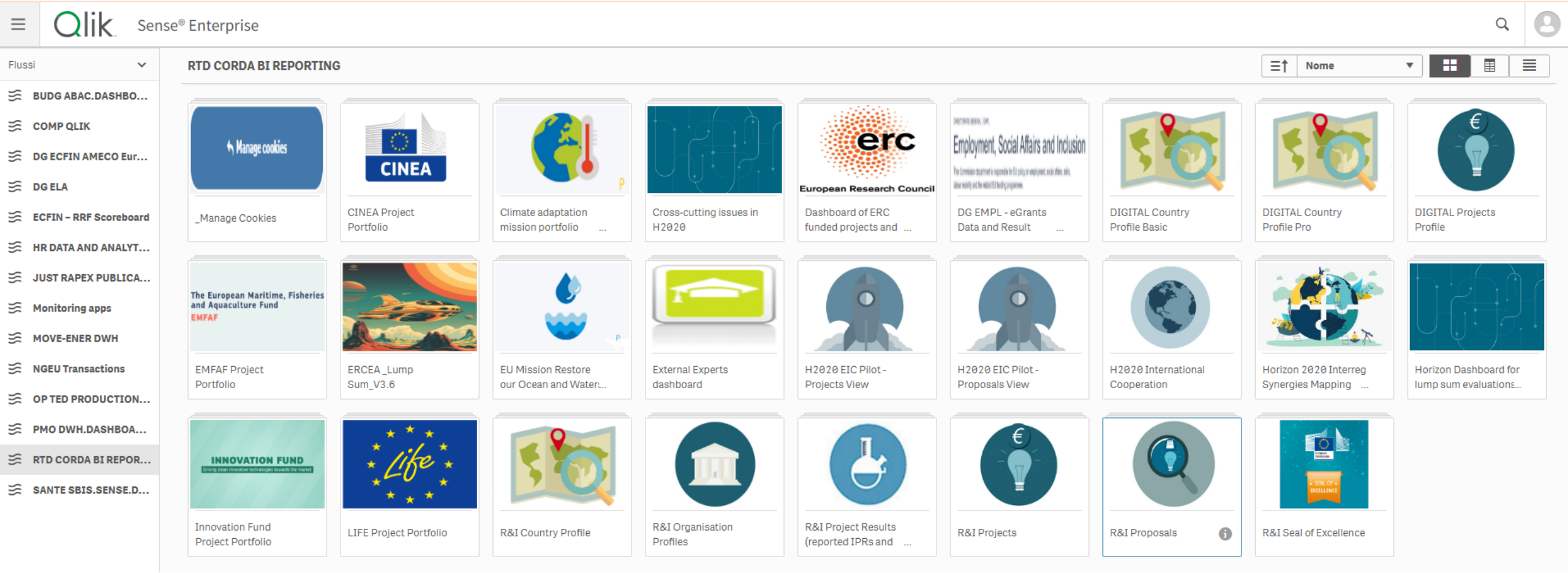
Participants (14)

Sort alphabetically | Sort by Net EU contribution | Expand all

	Net EU contribution
DMT GmbH & CO. KG, Germany	€ 1 485 212,50
GEOLOGIAN TUTKIMUSKESKUS, Finland	€ 951 062,50
MONTANUNIVERSITAET LEOBEN, Austria	€ 1 605 821,50
UNIVERSITEIT GENT, Belgium	€ 463 625,00
EIT RAW MATERIALS GMBH, Germany	€ 387 812,50
LGI SUSTAINABLE INNOVATION, France	€ 257 062,50
CLUSTER PARA LA MINERIA SOSTENIBLE Y SERVICIOS ASOCIADOS DE LA PENINSULA IBERICA - IBERIAN SUSTAINABLE MINING CLUSTER, Spain	€ 459 062,50
THIRD-PARTY FUNDACION ICAMCYL, Spain	€ 263 875,00
COMMISSARIAT A L ENERGIE ATOMIQUE ET AUX ENERGIES ALTERNATIVES, France	€ 824 869,75

Qlik Sense Hub

https://dashboard.tech.ec.europa.eu/qs_digit_dashboard_mt/public/hub/stream/1f023b2a-358a-405d-96e6-dbba392ebb2d



Qlik Sense Hub

Analizza Foglio | Narra Racconto | R&I Proposals | Ask Insight Advisor

Insight Advisor | Is short application / ... No | Segnalibri | Fogli

Summary

Programme | NUTS2 | Country/Territory Name | Topic

Filter the data by country/territory, region etc. either by using the above filters or clicking on items in the charts. Clear filter by clicking on X in the filter bar.

Eligible Proposals

405 223 99,93% of Programme (All)

Eligible Applications

1 564 086 99,97% of Programme (All)

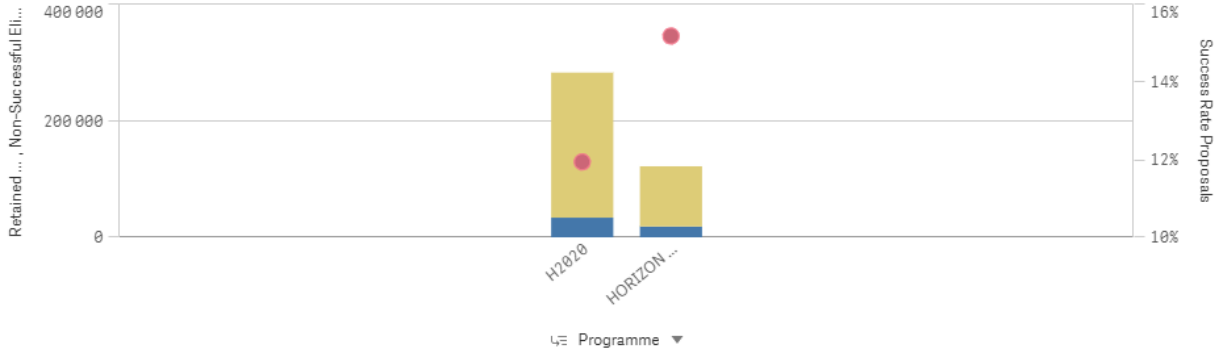
Eligible EU Contribution

755,6B 99,98% of Programme (All)

EU Contribution (EUR) by Country/Territory

Administrative boundaries: © EuroGeographics © OpenStreetMap contributors. Source: European Commission – Eurostat/GISCO. The designations employed and the presentation of material on the map do not imply the expression of any opinion whatsoever on the part of the European Union concerning the legal status of any country, territory

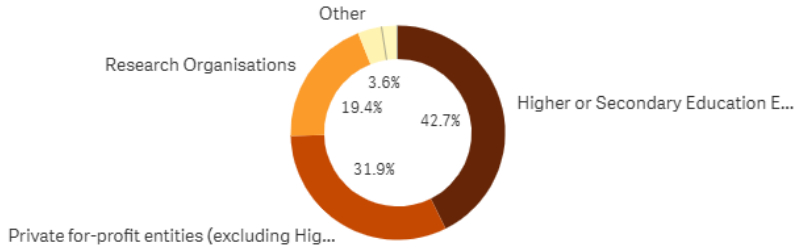
Eligible and retained proposals by programme/thematic priority



Top applying countries/territories - regions

Country/Territory Name	Eligible Propos...	Retain... Propo...	Eligible EU Contribution (EUR)	Over... Rate
Total	**405 223**	**52 364**	**755 551 794 199 €**	**73%**
Spain	94 502	13 342	75 875 473 068 €	73%
Germany	94 242	15 223	93 000 151 218 €	71%
United Kingdom	92 153	14 195	76 259 117 957 €	75%
Italy	91 764	12 090	75 087 192 318 €	73%
France	73 120	12 063	66 414 596 126 €	71%
Netherlands	55 024	9 587	48 072 933 475 €	70%

EU Contribution (EUR) by type of organisation



Calls overview

Call ID	Call Deadline Year	Eligible Proposals	Retained Proposals	Reta Prop
Totals		**405 223**	**52 364**	
CIP-2016-2017-1	2016	34	3	
CIP-2016-2017-2	2017	25	3	
ECSEL-2014-1	2014	33	6	
ECSEL-2014-2	2014	14	6	
ERC-2014-ADG	2014	2 250	190	

Do not edit
How to change the design

If WIDERA were a superhero, who would it mainly protect?

ⓘ The Slido app must be installed on every computer you're presenting from

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Do not edit
How to change the design

In ONE word: what does ‘Twinning’ mainly mean to you?

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Do not edit
How to change the design

Myth or Fact? Choose the true answer

ⓘ The Slido app must be installed on every computer you're presenting from

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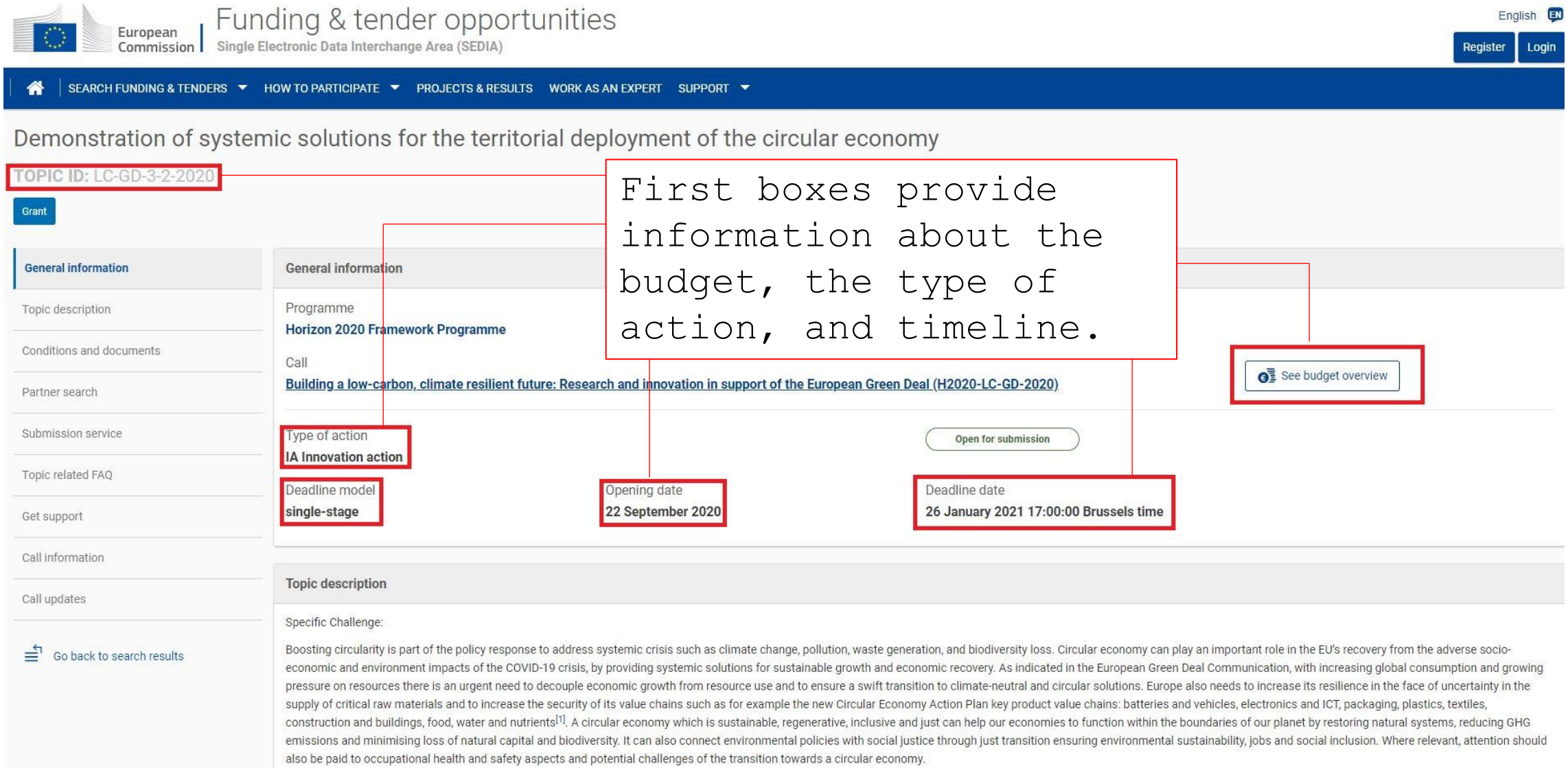
Decoding the call(75’)

Call interpretation
Scope
Outcome
Impact
Practical hands-on

Reading the call



Reading the call

Topic description

Expected Outcome:

The successful proposals will support the implementation of the long-term vision for EU's rural areas, contribute to empower rural communiti as to manage and adapt to a changing population.

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

- improved understanding by all relevant actors of the causes and of the social, economic and environmental impacts of demographic tre
- rural communities are prepared to respond to the challenges of demographic trends thanks to evidence-based planning, appropriate act
- the well-being of rural communities and the attractiveness of rural areas is improved thanks to sustainable and innovative solutions.

Scope:

Rural areas cover more than 80% of the EU territory and host approximately 30% of its population. Rural communities and areas provide essential ecosystem services for energy provision, management of natural resources as well as access to nature and cultural heritage. They play an essential role in the gree regions reported negative crude rates of natural population change during the period 2015–2020. In particular, the number of people aged 6 regions. By contrast, the number of working-age people (20-64 years old) living in predominantly rural regions fell, on average, by 0.6% each

Many rural areas also face high variation of their populations, such as seasonal peaks that challenge the local infrastructures and services w affected more than others by negative demographic trends.

Proposals should address all of the following:

- advance the understanding of the causes and social (including but not limiting to gender and intersectional differentiations), economic a related to land abandonment or land use changes also considering the green transition) of demographic trends;
- focus on how to support rural communities through evidence-based strategies that includes planning, monitoring of fluctuations, and pro
- find innovative solutions to mitigate and adapt to a changing population in rural areas. Particular attention should be paid to rural areas that are highly exposed to clim

The funded consortium should work on collecting evidence for better planning and develop sustainable and comprehensive long-term strategies for managing a changing p communities. These needs should be identified by using an inclusive multi-actor approach. Consideration of gender and other social categories (disability, age, socioeconc sexual orientation, etc.), and their intersections, must be ensured.

Proposals should test, develop and pilot innovative sustainable solutions that improve the well-being of rural communities based on their needs. In particular, they should f communities innovative services that respond to the changing population, foster the sustainable development of strategic sectors, and support job creation in rural areas.

Expected outcomes: short-term impacts / benefits. What the project should contribute 3/5y beyond its completion?

Challenges to be addressed by the proposal: objective should fit with (fit-to-call exercise)

Reading the call - Destination

Topic destination

Sustainable, secure and competitive energy supply (2023/24)
This Destination includes activities targeting a sustainable, secure and competitive energy supply. In line with the scope of cluster 5, this includes activities in the storage; as well as Carbon Capture, Utilisation and Storage (CCUS).

The transition of the energy system will rely on reducing the overall energy demand and making the energy supply side climate neutral, in current and future clim energy supply side cleaner, more secure, and competitive by boosting cost performance and reliability of a broad portfolio of renewable energy solutions, in line activities will underpin the modernisation of the energy networks to support energy system integration, including the progressive electrification of demand side se other climate neutral, renewable energy carriers, such as clean hydrogen. Innovative energy storage solutions (including chemical, mechanical, electrical and th system and R&I actions will advance their technological readiness for industrial-scale and domestic applications. Carbon Capture, Utilisation and Storage (CCUS potential and R&I actions will accelerate the development of CCUS in electricity generation and industry applications.

This destination contributes to the activities of the Strategic Energy Technology Plan (SET Plan) and its implementation working groups.

This Destination contributes to the following Strategic Plan's **Key Strategic Orientations (KSO)**:

- *C: Making Europe the first digitally enabled circular, climate-neutral and sustainable economy through the transformation of its mobility, energy, construction*
- *A: Promoting an open strategic autonomy*[1] *by leading the development of key digital, enabling and emerging technologies, sectors and value chains to acc through human-centred technologies and innovations;*

It covers the following **impact areas**:

- Industrial leadership in key and emerging technologies that work for people;
- Affordable and clean energy.

Th **expected impact**, in line with the Strategic Plan, is to contribute to *"More efficient, clean, sustainable, secure and competitive energy supply through new s more per renewable energy solutions"*, notably through

1. Fostering European global leadership in affordable, secure and sustainable **renewable energy technologies** and services by improving their competitiveness markets, notably through the diversification of the renewable services and technology portfolio (more detailed information below).

2. Ensuring cost-effective uninterrupted and affordable supply of energy to households and industries in a scenario of high penetration of variable renewables ar more efficient approaches to managing **smart and cyber-secure energy grids** and optimisation the interaction between producers, consumers, networks, infra below)

The topic destination sets out the wider expected impacts (over the long term).
Useful link

Reading the call - Destination

Topic conditions and documents

General conditions

1. Admissibility Conditions: Proposal page limit and layout

described in Annex A and Annex E of the Horizon Europe Work Programme General Annexes.

Proposal page limits and layout: described in Part B of the Application Form available in the Submissi

2. Eligible Countries

described in Annex B of the Work Programme General Annexes.

A number of non-EU/non-Associated Countries that are not automatically eligible for funding have made information in the Horizon Europe Programme Guide.

3. Other Eligible Conditions

The following additional eligibility criteria apply: the proposals must apply the multi-actor approach. See

described in Annex B of the Work Programme General Annexes.

4. Financial and operational capacity and exclusion

described in Annex C of the Work Programme General Annexes.

5a. Evaluation and award: Award criteria, scoring and thresholds

are described in Annex D of the Work Programme General Annexes.

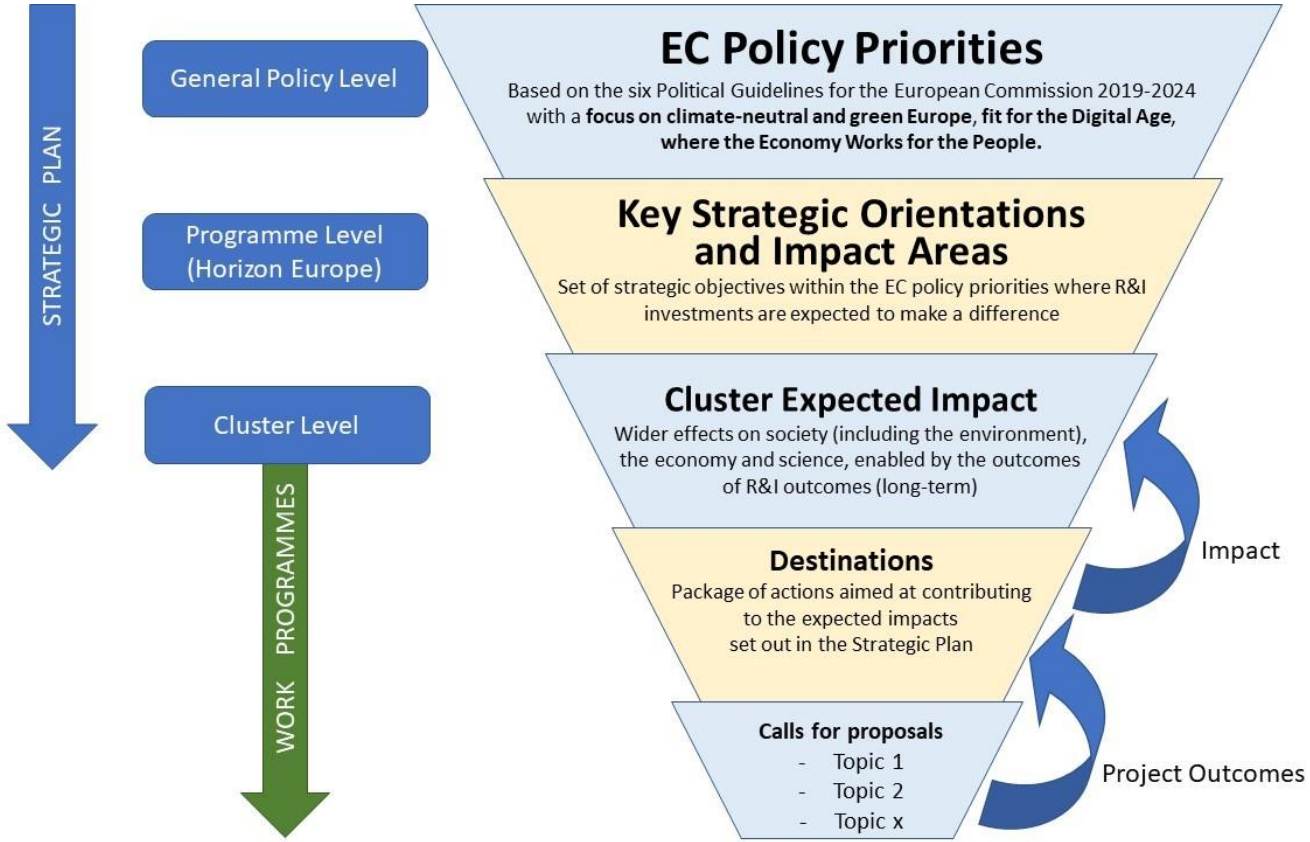
5b. Evaluation and award: Submission and evaluation processes

Eligibility conditions. Always check if exceptions exist respect to the HE Work Programme (page limit, layout, eligible countries, etc.)

EC strategies: why they matter

Why align with EC strategies?

- Ensure your project addresses EU policy **priorities.**
- Enhance your proposal's **relevance and impact** assessment.
- Improve chances of **funding success** by showing alignment.



EC strategies: how to fit with

Read the call text carefully:

- Identify explicit references to EC strategies (i.e. topic destination)
- Look for KSO (Key Strategic Orientations)

Map your project objectives:

- Link each objective to a specific EC strategy
- Provide evidence of how the project supports these priorities, through the impact section

Incorporate key phrases from the strategy:

- Reflect EC language to show a deep understanding

Show impact alignment:

- Highlight how your results contribute to EU goals (e.g., climate neutrality by 2050), by defining impactful pathway and indicators

Key EC strategies influencing HE

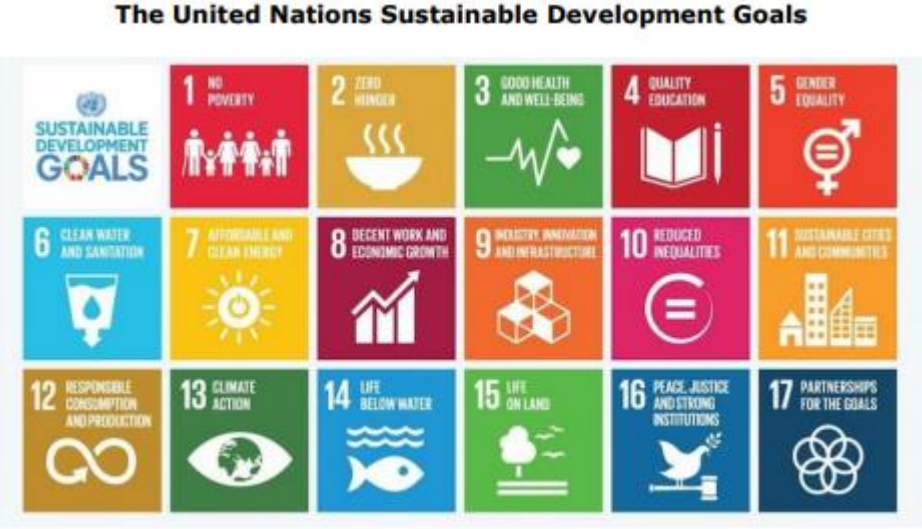
1. **European Green Deal:** Tackling climate change and achieving sustainability

2. **Digital Strategy:** Leading in a digitally connected world

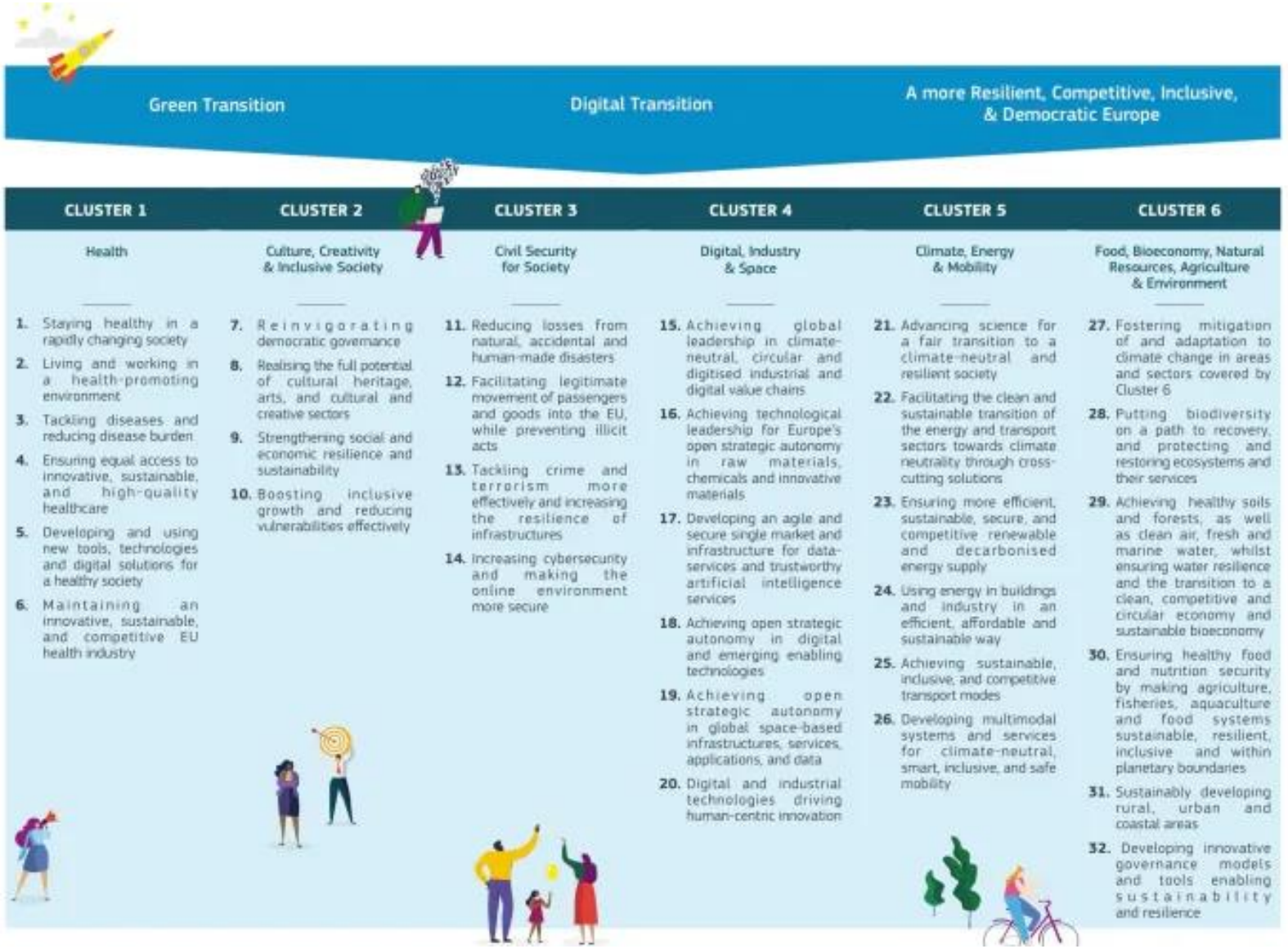
3. **Health Union:** Resilient health systems and public health

4. **Industrial Strategy:** Strengthening competitiveness and innovation

5. **Farm to Fork Strategy:** Building a sustainable food system



HE strategic plan – 2025/2027



https://newspaceeconomy.ca/2024/03/26/horizon-europe-strategic-plan-2025-2027-sets-direction-for-eu-research-and-innovation/

ERA policy framework

ERA Policy Agenda: 4 priority areas and 20 actions

DEEPENING A TRULY FUNCTIONING INTERNAL MARKET FOR KNOWLEDGE

1. Open sharing of knowledge, incl. EOSC
2. Data legislation fit for research
3. Reform of research assessment
4. **Strengthen research careers**
5. Gender equality and inclusiveness
6. Protect academic freedom
7. **Better knowledge valorisation**
8. Research infrastructures
9. International cooperation, reciprocity

TOGETHER FOR TWIN GREEN AND DIGITAL TRANSITION, AND INCREASING SOCIETY'S PARTICIPATION IN THE ERA

10. R&I Missions and Partnerships for ERA
11. Green energy transformation
12. Transition of industrial ecosystems
13. Empower higher education institutions
14. **Bring science closer to society**

AMPLIFYING ACCESS TO RESEARCH AND INNOVATION EXCELLENCE ACROSS THE UNION

15. Regional and national R&I ecosystems
16. **EU-wide access to excellence**
17. Strategic capacity of public RPOs

ADVANCING CONCERTED R&I INVESTMENTS AND REFORMS

18. Coordination national support for ERA
19. ERA monitoring mechanism
20. Prioritisation and coordination of R&I investments and reforms

European Commission

Do not edit
How to change the design

If you want to understand what your project MUST deliver, which part of the call is most important?

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Do not edit
How to change the design

Which description fits best for the "outcomes"

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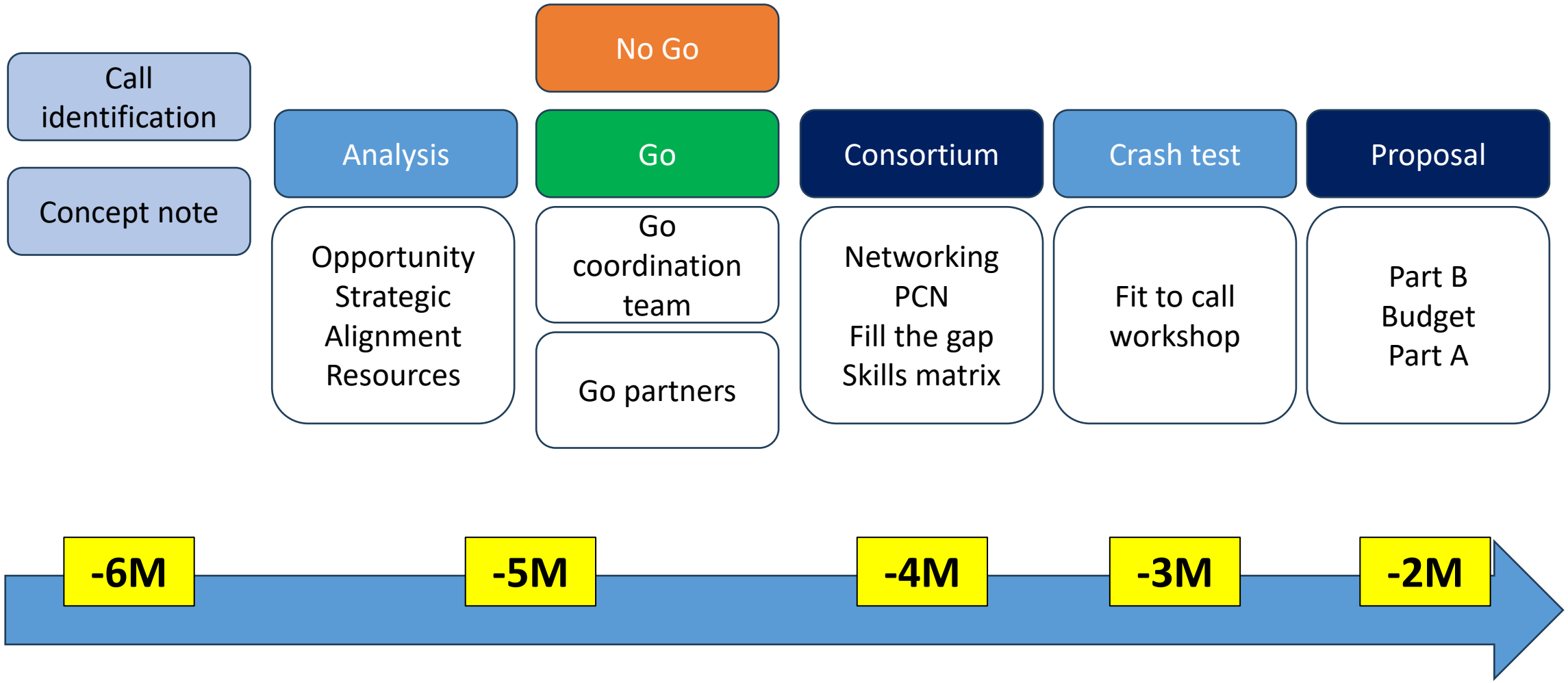
Coffee Break (15’)

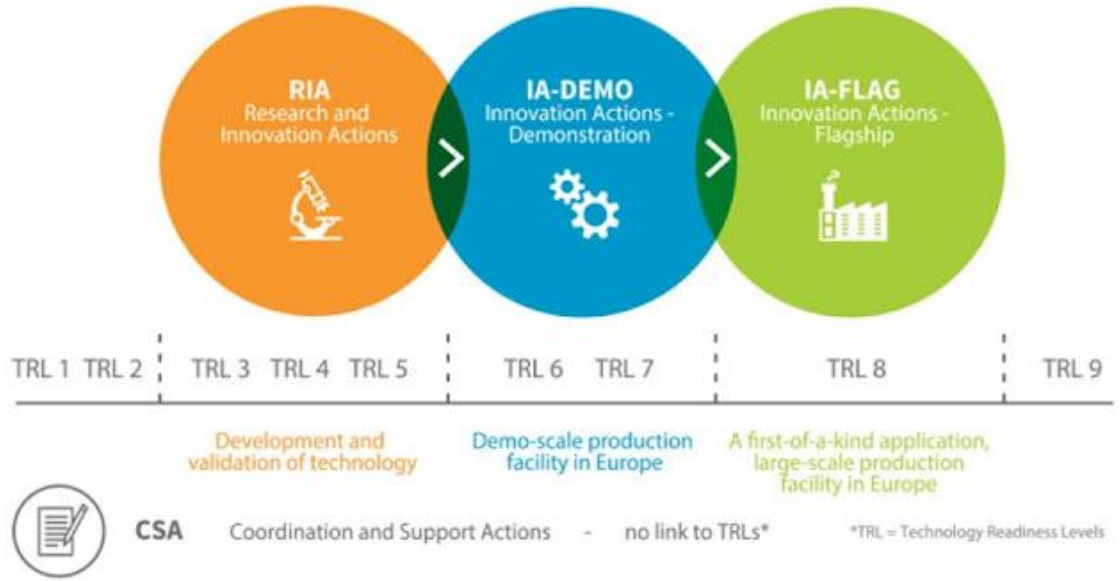
The proposal preparation & writing (75’)

Excellence
Implementation
Transversal aspects

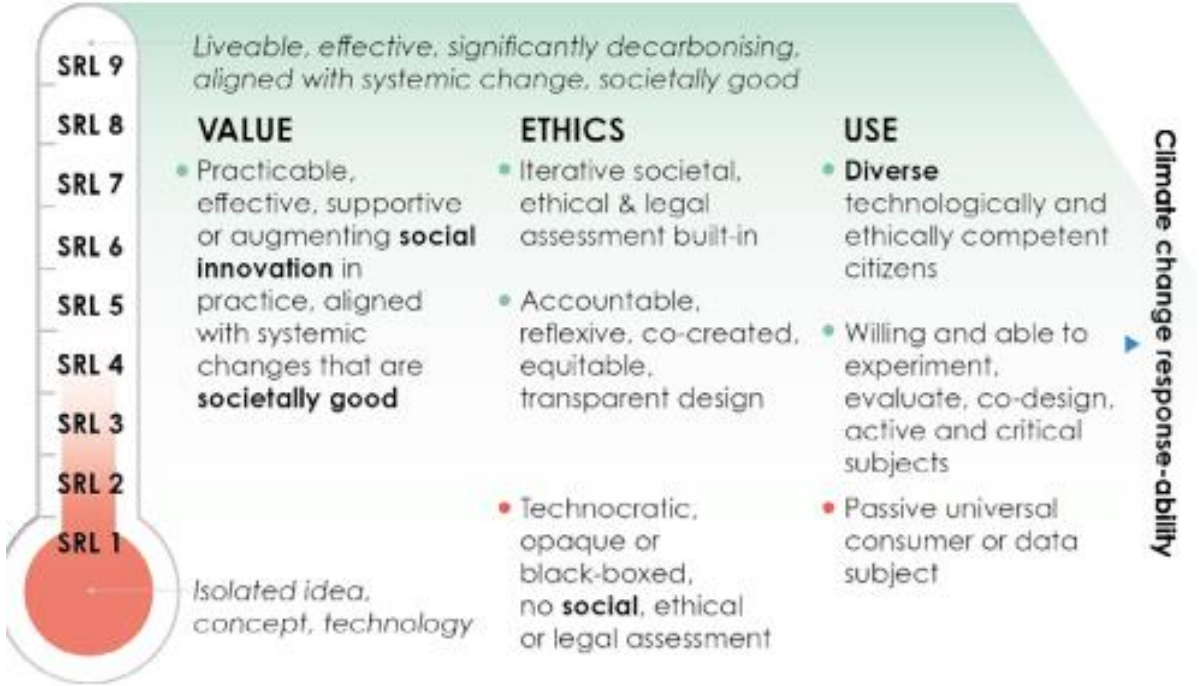
Flowchart


Call identification
Concept note
No Go
Analysis
Go
Consortium
Crash test
Proposal
Opportunity
Strategic
Alignment
Resources
Go coordination team
Go partners
Networking
PCN
Fill the gap
Skills matrix
Fit to call workshop
Part B
Budget
Part A
-6M
-5M
-4M
-3M
-2M

TRL (and SocRL) maturity



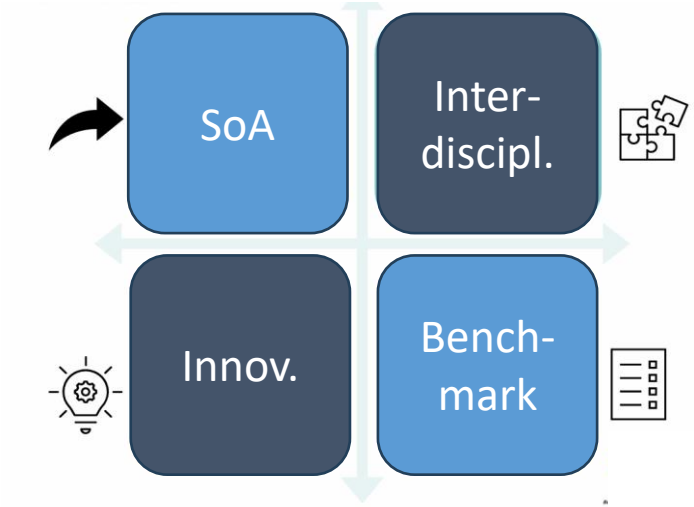
Source: Extracted from SIRA 2017



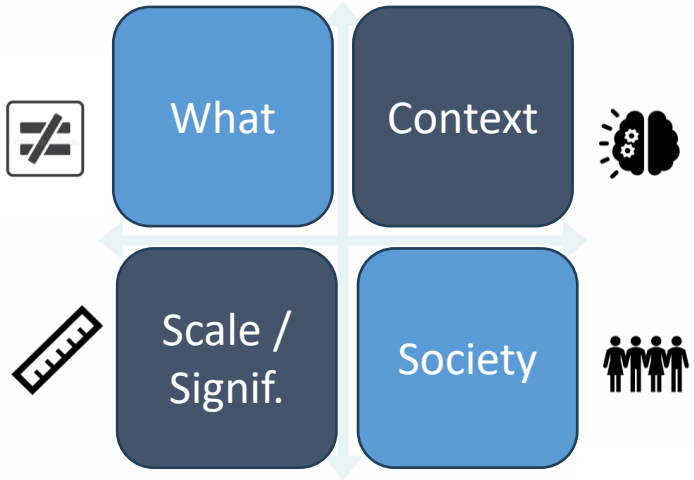
Source: https://www.researchgate.net/publication/370944074_NERC-the-little-book-of-SOCIETAL-READINESS

Summary

Excellence



Impact



Implementation

Source: EEN

Part B - Improved template

Part B - Work Document - Annotated version DEFINITIVE TEMPLATE.pdf

Proposal template Part B: technical description

TITLE OF THE PROPOSAL

[This document is tagged. Do not delete the tags; they are needed for processing.] #@APP-FORM-HERIAIA@#

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)		
2		
3		
…		

1. Excellence #@REL-EVA-RE@#

1.1 Objectives and ambition #@PRJ-OBJ-PO@#

Insert here text for your **proposal**

#§PRJ-OBJ-PO§#

1.2 Methodology #@CON-MET-CM@# #@COM-PLE-CP@#

Insert here text for your proposal

Call ID / PROJECT SHORTNAME

FULL PROJECT NAME - SHORTNAME

#@APP-FORM-HERIAIA@#

List of participants

Partic.	Official name	Short name	Country	Type
1 (Coord.)				
2				
3				
4				
5				
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7				
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19				
20				

1 Excellence #@REL-EVA-RE@#

1.1 Objectives and ambition #@PRJ-OBJ-PO@#

1.1.1 Objectives and pertinence to the work programme topic

Background and societal needs

Text here

Project answer

Text here

This overall objective will be achieved through the following high-level objectives (HLO) and their specific objectives (SpO), which will be monitored based on the target Key Performance Indicators (KPIs)/success criteria.

High Level Objectives (HLO)	
1	
2	
3	
4	

HLO 1 -	
SpOs	How the project will achieve it & KPIs
1.1	
1.2	

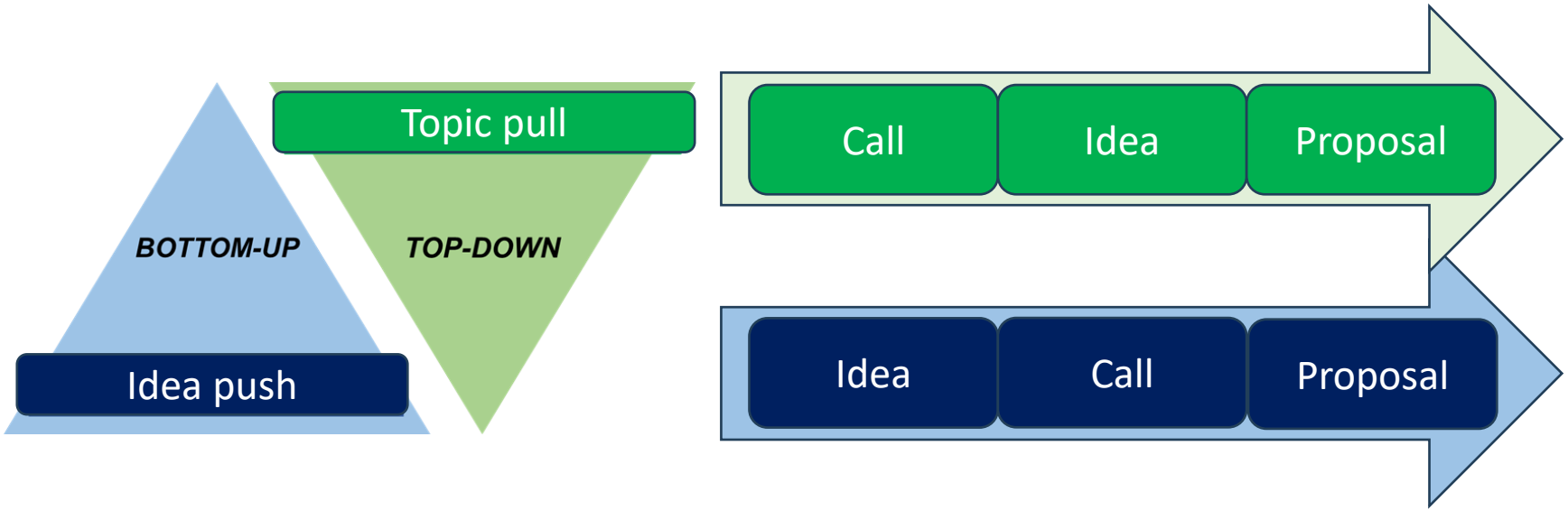
Samy Strola
This table is keep updated by Samy

Samy Strola
Present the macro/general background and challenge answer the following questions: Why is it a European priority, why now? References, key EU directives, SDGs, etc.
Please use endnotes (references – insert endnote) for references

Samy Strola
Briefly describe the objectives of your proposed worl
Why are they pertinent to the work programme topic'
Are they measurable and verifiable? Are they realistically achievable?
What is the project trying to achieve? What is your narrative? Remember that everything in the project should serve to achieve these objectives – come back here often and make sure this section and the rest remain in alignment.
The EC is trying to build a coherent portfolio of projects as much as possible. Try to present your understanding of what's going on in the space you ar targeting and how your project fits in.
No objective can be taken seriously without a clear way to measure it. Don't try to play it safe by staying vague, the KPIs should show that the project was a failure if this is the case.
Make sure objectives are in line with the budget and duration of the project, do not promise Heaven and Earth in a 2-year project with €500k of finding

The crash test

- The main idea: it fits/matches with the call?
- Has the idea been done before? Innovation level
- Define the objectives
- Define the workplan
- Define required and missing competences, key actors in the field



Project objectives

- What is the goal of the project? Remember that everything in the project must serve to achieve these goals - **come back here often** and make sure this section and the rest stay aligned.
- The EC tries as much as possible to build a coherent **portfolio of projects**. Try to present your understanding of what is happening in the space you are targeting and how your project fits into it.
- No goal can be taken seriously without a clear way to measure it. Don't try to play it safe by being vague, the **KPIs** should show that the project was a failure if that is the case.
- Make sure the objectives are **in line with** the budget and duration of the project, don't promise heaven and earth in a two-year project with 500,000 euros of funding.

SMART methodology

3-4 High-Level Objectives (HLO)
N Specific Objectives x HLO
KPIs, always
Achievability pathway

- **Specific:** your project should aim at specific results and not be too general or be dispersed in too many directions, losing consistency
- **Measurable:** expected results must be quantified, in terms of technical progress, as well as non-technological impact (economic, societal, environmental…)
- **Attainable:** the expected results, even if ambitious, can reasonably be reached in the project timeframe
- **Relevant:** the objectives are in line with the project strategy and expectations by 'customers' (the EU, industry…)
- **Timely:** objectives are to be reached by the end of the project, not in a follow-up sequence

If you can’t explain it simply, you don’t understand it well enough.

No question is ever dumb in a workshop setting. Do not be afraid to ask!

Vague vs. SMART

Language as funding breaker

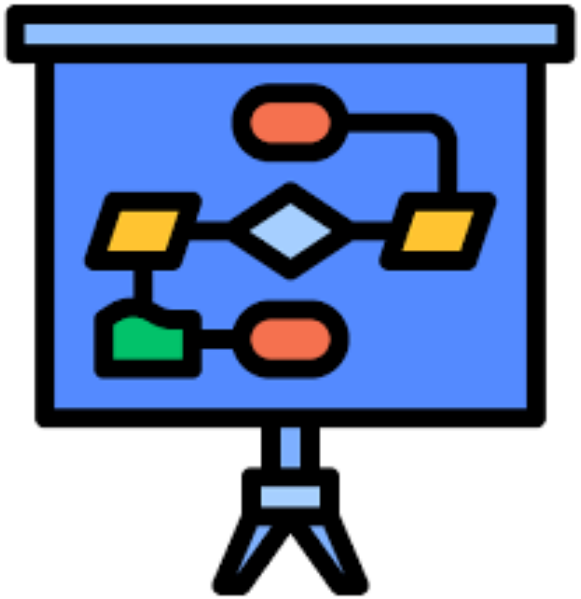
- Ambiguous quantifiers: some, many, significant, major
- Unqualified: best, leading, unique, game-changing
- Undefined actors and beneficiaries
- Unclear how
- Passive constructions
- Unsubstantial claims
- Vague beyond state-of-the-art
- Undefined DCE
- Weak / unsourced citations

- Measurable elements: numbers, baselines, benchmarks
- Qualified: comparative evidence and verifiable sources
- Principle of the 5W
- Achievability
- Active ownership
- Clair causal chain
- Quantifiable delta
- Targets and KPIs
- Verifiable sources

Transversal aspects

Gender	Ethics	International cooperation (synergies)	SSH(A)	Open Science	DMP

Implementation



- WPs should be logical "chunks" of work
- Appoint WPLs
- WP means having endpoints (e.g. DEL, MS, RISKS)
- It is generally recommended to have a separate WPs for Project Management and Diss/Comm/Expl
- The budget for each WP can be defined top-down or bottom-up
- Adding a WP is an additional burden (it takes up space in section 3, it needs a WPL, it needs its own budget line, it needs reporting, etc.), only do it if you really need it
- Describe the consortium ("skills matrix") and why these players in the project (NB this is not a redundancy with Part A)

Ambition

Definition: The added value of your project beyond the state of the art.

Purpose: Convince evaluators that your approach is **innovative, original, and transformative.**

Focus on 3 key questions:

- *Novelty*: What is new compared to existing solutions or projects?
- *Advancement*: How does it push the boundaries of research/innovation?
- *Value*: What unique contribution does it bring to Europe/the world?

Tips to Show Ambition:

- Compare with current state of the art (scientific, industrial, societal).
- Highlight breakthroughs, first-of-its-kind features, or integration of disciplines.
- Explain how it is more effective, sustainable, inclusive, or scalable.
- Use evidence (benchmarks, citations, competitors).
- Readiness level (TRL): how ready will be the solution at the end of the project.

Methodology

Definition: The concrete *approach, methods, and processes* to achieve the objectives.

Purpose: Demonstrate that the project is technically feasible and scientifically sound.

Key Components:

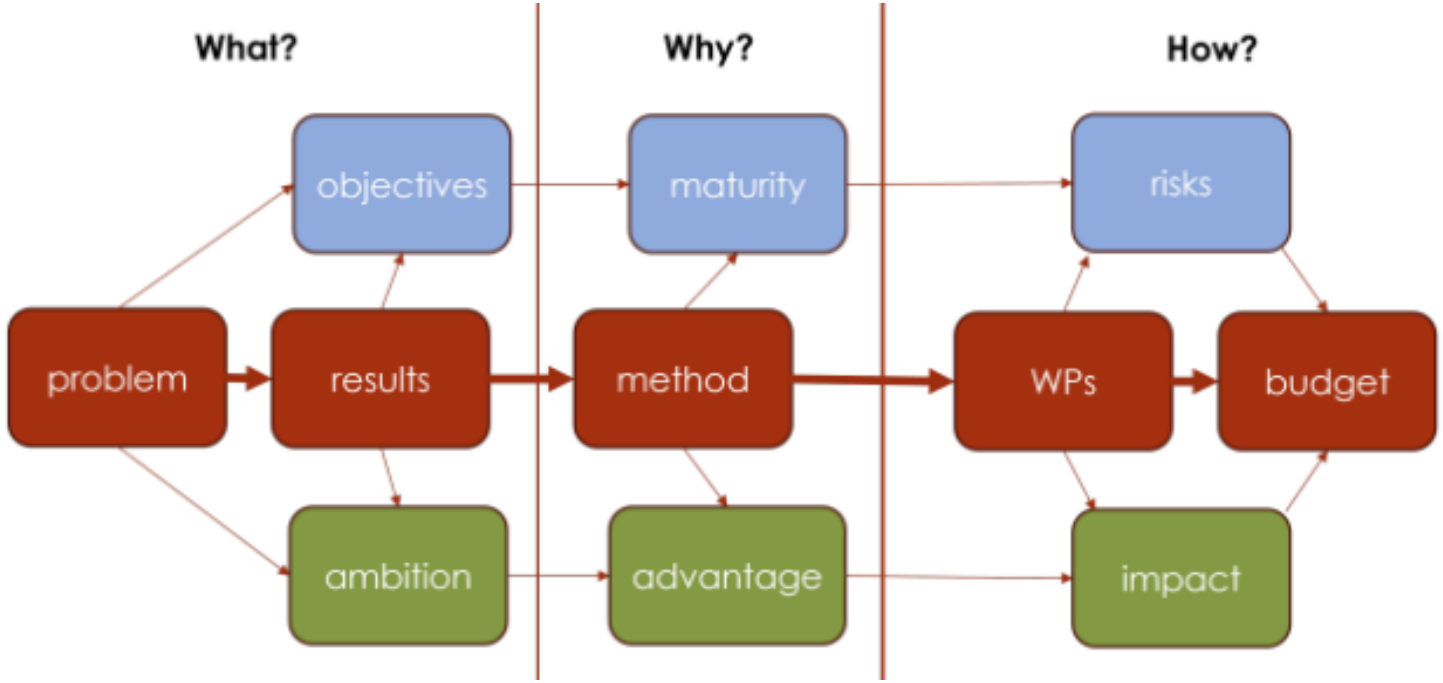
1. **Overall approach** – rationale, concepts, models, assumptions.
2. **Research/technical methods** – techniques, protocols, tools, data.
3. **Integration** – how partners, disciplines, and technologies fit together.
4. **Risk management** – scientific/technical risks and mitigation strategies.
5. **Alignment** – how methods address objectives and expected outcomes.

Tips for a Strong Methodology:

- Be **specific** (avoid generic statements).
- Justify why chosen methods are the best fit.
- Show **replicability** and scalability.
- Include diagrams/flowcharts for clarity.
- Link to **ambition:** methods enable innovation, not just execution.

Design your proposal

Mental framework to validate your approach



Kick-Off	Maturity	Tangibility
Conceptualisation	Pivoting	Secure

Do not edit
How to change the design

"The project will decrease up to 20% the process waste." Is this a good Specific Objective for Horizon Europe?

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Do not edit
How to change the design

In your proposal, what is the Methodology most similar to?

ⓘ The Slido app must be installed on every computer you're presenting from

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The proposal preparation & writing (75’)

Impact
Budget

Impact in Horizon Europe

Section 2.1 Pathways towards impact

Section 2.2 Measures to maximise impact

Section 2.3 Summary

Impact in Horizon Europe

- What there is behind Impact
- EC guidelines for the implementation

Impact-driven program

- To maximise the effects of **Research and Innovation** investments and ensure their contribution to the **Commission's policy** priorities.
- From an **activity-driven** to an **impact-driven** programme.
- The **Strategic Planning** process identifies the **expected impacts** of the first four years of HE.
- Shift translated in the structure of HE work programs, organised around **'Destinations'**,
  - describing the **expected impacts** identified in the Strategic Planning,
  - and **'topics'**, describing the related **expected outcomes** critical to the achievement of such impacts.

Impact design in HE

Scientific impact

Promote scientific excellence, support the creation and diffusion of high-quality new fundamental and applied knowledge, skills, training and mobility of researchers, attract talent at all levels, and contribute to full engagement of Union's talent pool in actions supported under the Programme.

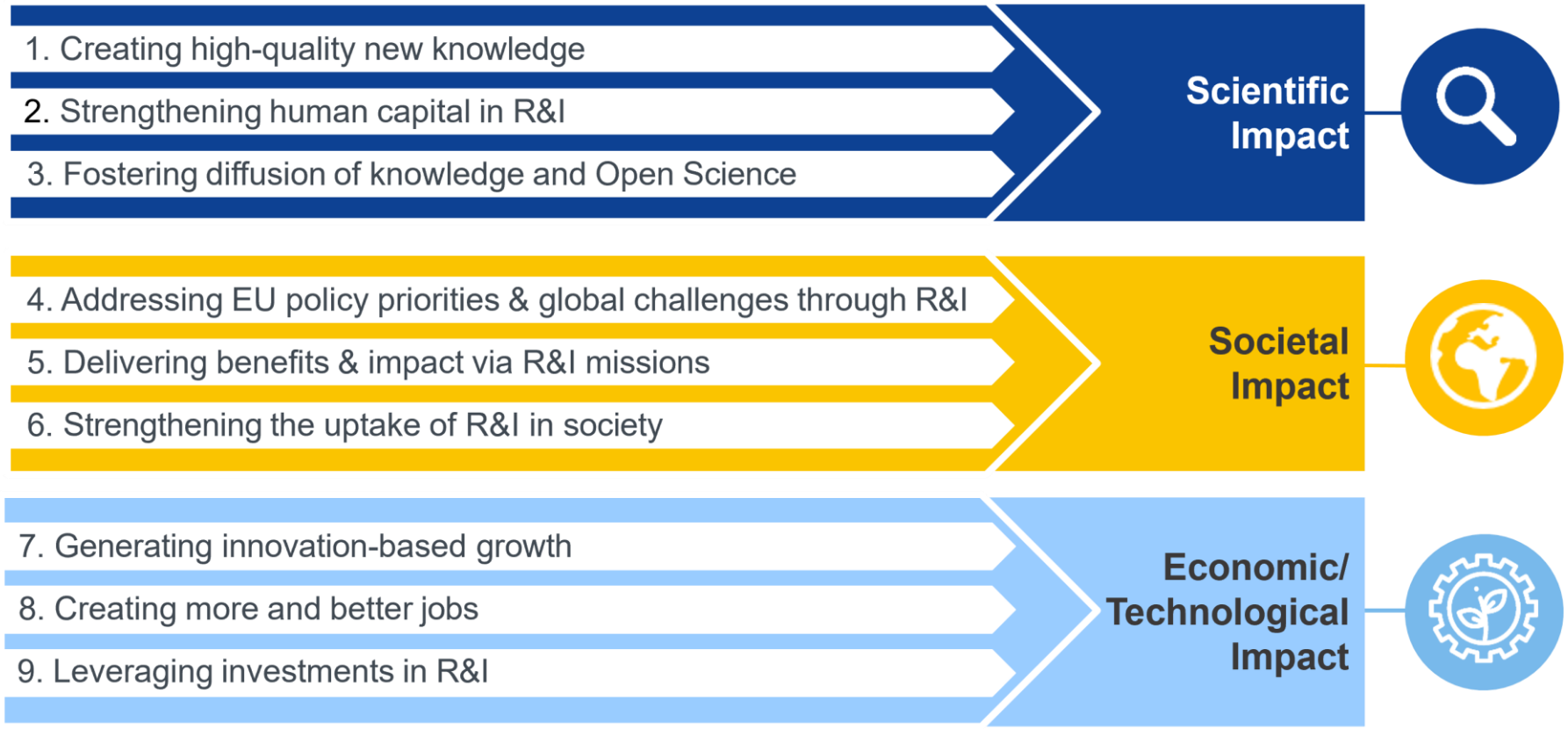
Societal impact

Generate knowledge, strengthen the impact of R&I in developing, supporting and implementing Union policies, and support the uptake of innovative solutions in industry, notably in SMEs, and society to address global challenges, inter alia the SDGs

Economic impact

Foster all forms of innovation, facilitate technological development, demonstration and knowledge transfer, and strengthen deployment of innovative solutions

The 9 KIPs



Article 50 & Annex V 'Time-bound indicators to report on an annual basis on progress of the Programme towards the achievement of the objectives referred to in Article 3 and set in Annex V along impact pathways'

European Commission

Impact implementation

STRATEGIC PLAN

WORK PROGRAMME

PROJECT

EC POLICY PRIORITIES	Political Guidelines for the European Commission 2019-2024 (and other key strategic documents - e.g. Green Deal)
KEY STRATEGIC ORIENTATIONS FOR R&I	Set of strategic objectives within the EC policy priorities where R&I investments are expected to make a difference
IMPACT AREAS	Group of expected impacts highlighting the most important transformation to be fostered through R&I
EXPECTED IMPACTS *⇒ DESTINATIONS* *= General objectives*	Wider effects on society (incl. the environment), the economy and science enabled by the outcomes of R&I investments (long term). EXAMPLE *Strategic Plan & Work Programme: R&I contribution to seamless, smart, inclusive and sustainable mobility services* — *Project : Increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs*
EXPECTED OUTCOMES *=>TOPICS* *= Specific objectives*	Effects of Horizon Europe projects such as uptake, diffusion, use and deployment of the projects' results by direct target groups (medium term) EXAMPLE *Work Programme : Innovative accessibility and logistics solutions applied by the European Transport sector* — *Project : At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project*
PROJECT RESULTS *= Operational objectives*	What is produced during the project implementation, such as innovative solutions, algorithms, new business models, guidelines, policy recommendations, methodologies, publications, database, prototypes, trained researchers, new infrastructures, proof of feasibility, networks, etc. (short term) EXAMPLE *Project (by the end of its implementation): Successful large-scale demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management*

European Commission

Section 2.1 Pathways towards impact

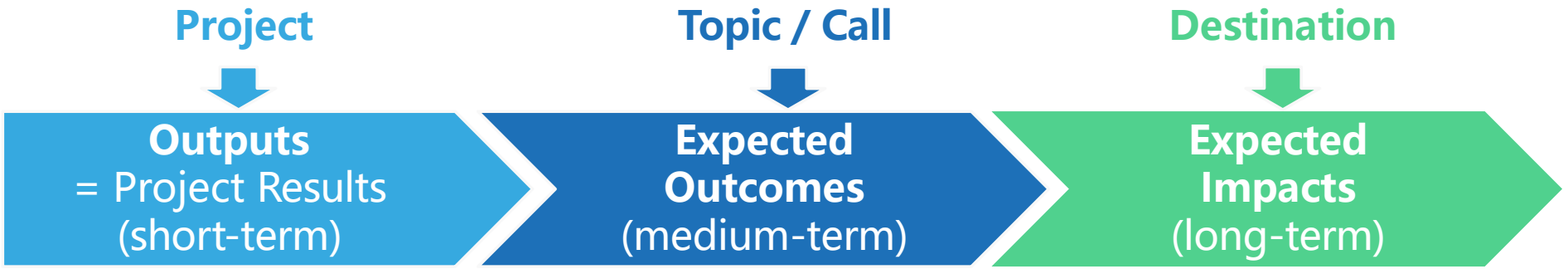
- Impact-driven framework
- Methodologies

Pathway to impact

Scientific impact

Societal impact

Economic impact



Outlining pathway to impact from project results, to outcomes to impact

Listing Call Expected Outcomes to direct project results in med-term

Listing overarching Expected Impacts to guide where the project should lead in the long-term

Key points

- Project coordinator & WPLs must be aware of the **Expected Impacts** listed in the corresponding Destination & the **Expected Outcomes** listed in the call at the time of drafting their WPs
- WPLs should list their **project results** keeping in mind the **Expected Impacts** & **Outcomes** and the three **dimensions** (scientific, societal and economic)
- Partners must consider the **target audience** of their results, outcomes, impacts
- **Key assumptions** made to prepare KIP and **barriers** that might prevent from achieving impact should be clearly stated

Impact workshop.s

STEP 1

Fit to call exercise with WPLs
+ asynchronous inputs from WPLs
Tabs: Objectives & Scope (check Expected Outcomes & Wider Impacts to align HLOs)
Section 1.1

STEP 2

Top-down exercise with WPLs
+ asynchronous inputs from WPLs
Tabs: Expected Outcomes & Wider Impacts
Section 2.1

STEP 3

Bottom-up (Theory of Change) exercise with WPLs
+ asynchronous inputs from WPLs
Tab: Theory of Change (ToC)
Section 2.1 & 2.3

Top-down

From the outputs of the exercise to the proposal template

Objective: complete Section 2.1.1 with outputs form Top-down exercise.

2.1 Pathways towards impact

2.1.1 Contributions to outcomes and wider impacts

Key results and expected outcomes (by the end of the project) contributing to the wider (long-term) impacts on XXX can be aligned along their scientific, societal and economic dimension, as summarized in Figure 4.

KIP scheme

Expected outcomes set out for the Work Programme topic (in italic) & How the project addresses it

PROJECTNAME will contribute to wider Expected Impacts (over the long term) to address the destination XYZ.
In a general overarching view, PROJECTNAME aims to support XYZ.

Wider expected impact set out in the destination (in italic) & How the project addresses it

Bottom-up (ToC)

What is the problem you are trying to solve?	Who is your target audience?	What steps are needed to bring about change?	What are the project results and what are their measurable effects?	What are the project outcomes and what are their measurable effects?	What are the project impacts and what are their measurable effects?
		Scientific:	Project Result	Project Outcome	Project Impact
			Measurable effect	Measurable effect	Measurable effect
		Societal:	Project Result	Project Outcome	Project Impact
			Measurable effect	Measurable effect	Measurable effect
		Economic:	Project Result	Project Outcome	Project Impact
			Measurable effect	Measurable effect	Measurable effect
Key Assumptions	Key Assumptions	Key Assumptions	Key Assumptions	Key Assumptions	Key Assumptions
Key Barriers	Key Barriers	Key Barriers	Key Barriers	Key Barriers	Key Barriers

KIP tool

Key Impact Pathways (KIPs)	Results	Outcomes	Impacts	Needs (why)	Beneficiaries (who)	Indicators and Data (how)	Scale (how much)	Risks (what if)
1.1 Creating high-quality new knowledge								
1.2 Strengthening human capital in research and innovation								
1.3 Fostering diffusion of knowledge and open-source access								
2.1 Addressing EU policy priorities and global challenges								
2.2 Delivering benefits and impact through innovation missions								
2.3 Strengthening the uptake of research and innovation in society								
3.1 Generating innovation-based growth								
3.2 Creating more and better jobs								
3.3 Leveraging investments in research and innovation								

Scale & Significance

From the outputs of the exercise to the proposal template

Objective: complete Section 2.1.2 Scale and significance with outputs from Toc/ Bottom-up exercise.

Scientific	Societal	Economic
Results (Short-term) Quantified estimates		
Scale & Significance[1]		
Text. **Indicator:** text. **Target:** text.	Text. **Indicator:** text. **Target:** text.	Text. **Indicator:** text. **Target:** text.
Baseline & Assumptions		
Outcomes (Medium-term) Quantified estimates		
Scale & Significance[94]		
Text. **Indicator:** text. **Target:** text.	Text. **Indicator:** text. **Target:** text.	Text. **Indicator:** text. **Target:** text.
Baseline & Assumptions		
Impacts (Long-term) Quantified estimates		
Scale & Significance[94]		
Text. **Indicator:** text. **Target:** text.	Text. **Indicator:** text. **Target:** text.	Text. **Indicator:** text. **Target:** text.
Baseline & Assumptions		

PESTEL

From the outputs of the exercises to the proposal template

Objective: complete Section 2.1.3 Requirements and Barriers with outputs from Toc/ Bottom-up & Top-down exercises.

	Requirements	Potential barriers	Mitigation measures by PROJECTNAME
P			
E			
S			
T			
E			
L			

Section 2.2 Measures to maximise impact

- Built upon (resulting from) Section 2.1

Types of results

Report

Collaborative platform

Skill, knowledge

Educational material

Code of conduct

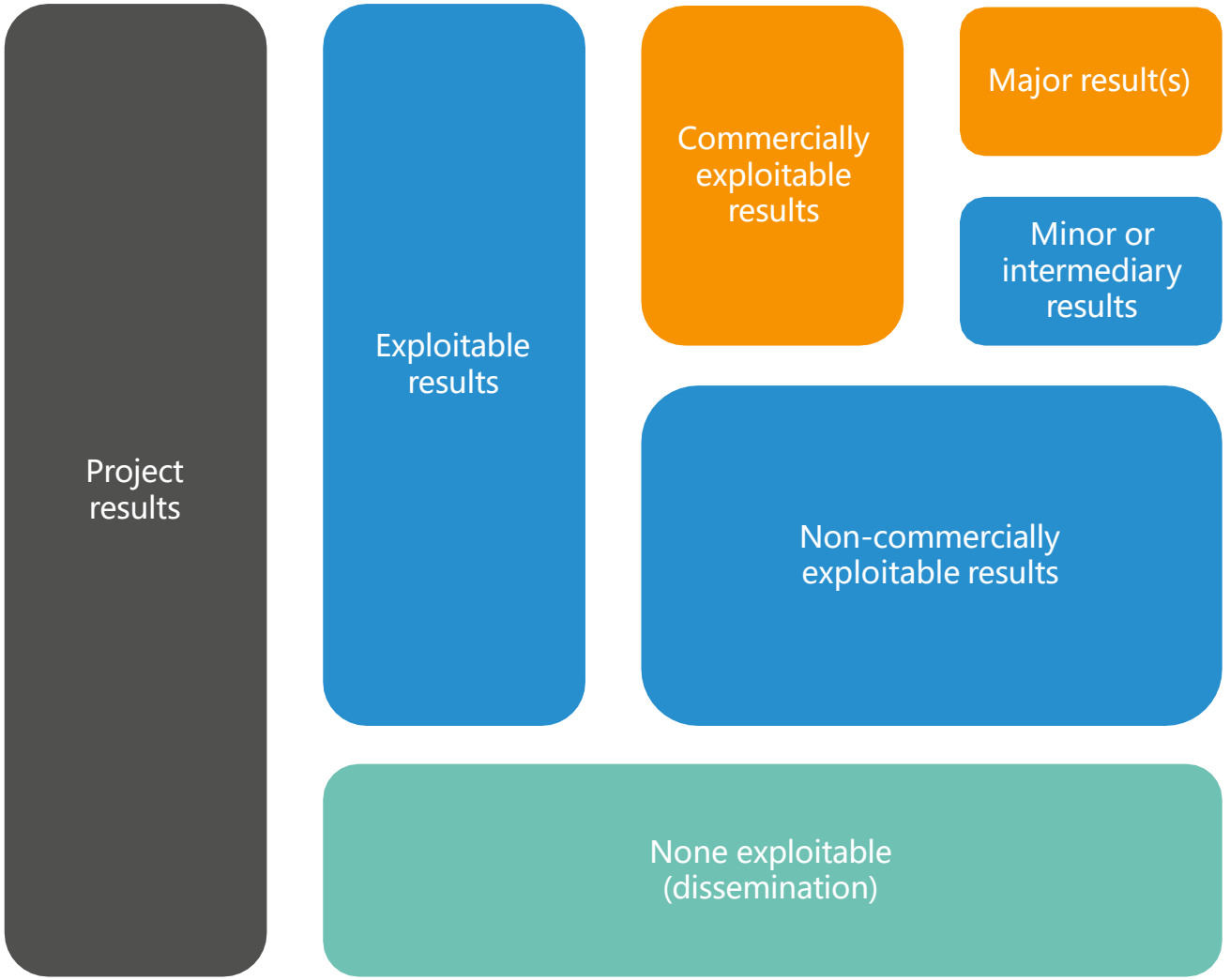
Pre-standard

Prototype

Software

Publication

Data



Examples

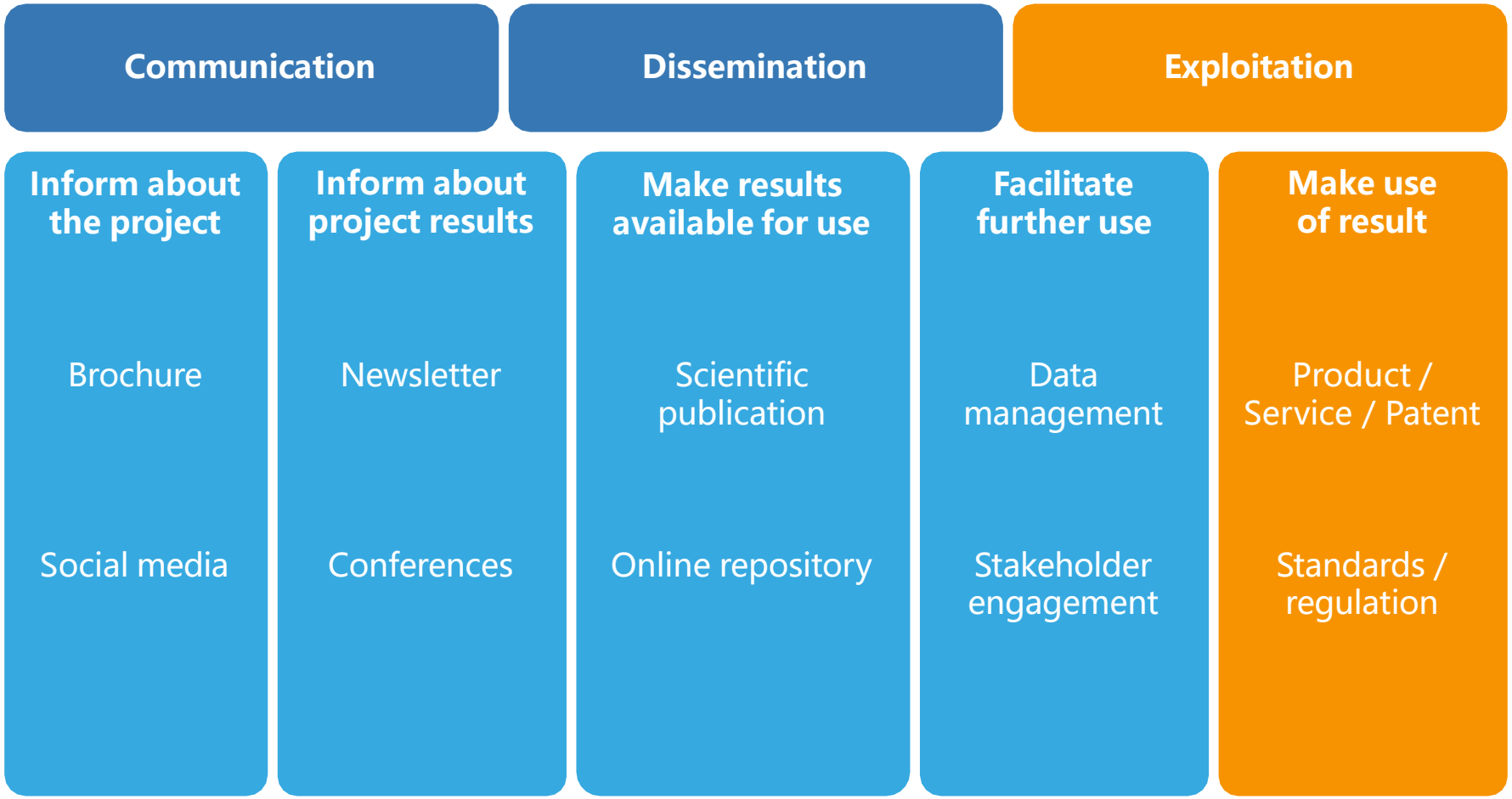
Prototype

Software

Educational material

Data

C&D&E


Communication
Dissemination
Exploitation
Inform about the project
Brochure
Social media
Inform about project results
Newsletter
Conferences
Make results available for use
Scientific publication
Online repository
Facilitate further use
Data management
Stakeholder engagement
Make use of result
Product / Service / Patent
Standards / regulation

C vs. D vs. E

	COMMUNICATION	DISSEMINATION	EXPLOITATION
Objective	Informing about a project and its results	Sharing project results	Ensure project results are exploited, correctly and sustainably to maximize impact of the project
Scope	Project length	Once results are published	Once results are obtained
When	During the entire project	When project findings are obtained	During and after the project ends
To whom	External: multiple audiences, including the media & general public Internal: project partners (i.e., training on how to communicate)	Key stakeholders who might be interested in the results (often researchers, policymakers, industries, etc.)	Project partners who exploit the results Key stakeholders who might be interested in the results (often researchers, policymakers, industries, etc.)
How	Raising awareness & engaging with communities, through: 1) media 2) social media 3) activities (camps, walks, competitions, etc.)	Transferring knowledge via: 1) mid-term & final events, 2) engaging with other networks & initiatives 3) open access to research data & scientific publications	Exploitation plan, IP Repository, VPD/ BMC workshops…
Outputs	Newsletters, press releases, brochures, templates, website, social media, videos, excels to track media articles	Newsletters, website, social media, mid-term & final events, excels tracking conferences/events & academic publications	Products & services, scientific publications, policy briefs & roadmaps, trainings, patents, etc.

Target audience & channels

Communication target groups
Who:
Why:
Aim:
Key-Messages:
Who:
Why:
Aim:
Key-Messages:
Who
Why:
Aim:
Key-Messages:
Who:
Why:
Aim:
Key-Messages:
Who:
Why:
Aim:
Key-Messages:

Channel	Purpose	Target audience	KPIs
PROJECTNAME website	Generate interest about the project, increase public awareness, share general project information and public results, announce events.		
PROJECTNAME LinkedIn page	Share updates, engage with online communities, increase visibility of the project activities.		
Communication materials (logo, graphic identity, poster, etc.)	Create the project visual identity, present the project objectives and results in an easy-o-understand way.		
Press release, e-newsletters	Raise awareness about project risks, present project results and advancements.		
Scientific publications	Disseminate research findings and methodologies.		
Attendance at external events (i.e. conferences)	Share outcomes and knowledge, foster collaboration, synergies and cross-fertilization activities.		
Internal partner events (e.g. XYZ)	Provide educational sessions on project topics, in-line with strategic partner's activities.		
Community meetings and final project event	Discuss project findings and solicit feedback. Facilitate product development and scaling up. Promote, disseminate and maximise impact of project outputs; present opportunities for ongoing exploitation and project legacy.		
Scientific Advisor Board	Sharing expertise and feedback to guarantee the quality of the project implementation.		
Stakeholders Group	Provide practitioner feedback on the impact of the project results and assessing the practical value Contribute to reach a considerable visibility.		
Data exchange platforms	Access of project results through OA repositories. Awareness of the project identification of synergies.		

Exploitation options

Commercially exploitable result(s)	Apply for a patent	Create a start-up
	Launch a product	Launch a service
Non-commercially exploitable results	Create an open licence	Propose a standard
	Propose further research	Propose a policy change
	Propose a PhD thesis	Propose a societal activity
None exploitable results	Make a publication	Write a policy brief
	Share results online	Propose a roadmap
	Perform a training	Animate a workshop

Out of scope (dissemination)

Exploitation chart

Exploitable result	Potential users	Partner(s) to exploit	IPR strategy and Routes to exploitation
Link with WP	Partner.s of the consortium and/ or other stakeholder.s	Partner.s of the consortium	Patenting, Licensing, Open source, trademarking, etc.

IP management

Organization name	Background IP (Background IP is the intellectual property, know-how, patents, etc. supplied by a beneficiary at the start of the project)	Background IP type(Product, knowledge/skills, methodologies, …)	Current protection mechanism (Patent, trademark, trade secret, no protection)	How will this IP be used in the project?

Organization Name	Foreground IP (Foreground IP refers to the intellectual property, know-how, patents, etc. produced during the project's tenure and within the project's scope)	How and as part of which WP / Task will this IP be generated?	Foreseen Exploitation Strategy (individual vs collective, foreseen protection mechanism)

Section 2.3 Summary

- Impact resume

2.3

Specific needs (What are the specific needs that triggered this project?)	Expected results (What do you expect to generate by the end of the project?)	D&E&C measures (What dissemination, exploitation and communication measures will you apply to the results?)
Target groups (Who will use or further up-take the results of the project? Who will benefit from the results of the project?)	Outcomes (What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?)	Impacts (What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?

Take-home messages

1. Align with **EU priorities**: Clearly link your project's impacts to Horizon Europe's key objectives (e.g., Green Deal, Digital Transformation, SDGs)

2. Address the **call requirements**: Directly respond to the expected outcomes and wider impacts listed in the call text, demonstrating how your project contributes and making clear links with project objectives and workplan

3. Be **specific and quantifiable**: Use SMART criteria to define the scale and significance of results/ outcomes/ impacts

4. Demonstrate **Pathways to Impact**: Explain the mechanisms and actions that will ensure achievability

5. Engage **stakeholders**: Highlight the involvement of relevant end-users, policymakers, and other stakeholders in achieving and sustaining results/ outcomes/ impacts

6. Focus on **value beyond research**: Emphasize scientific/ technical, societal, economic, environmental, and policy-level benefits of your project.

Remember: Impact is not just what you do, but how your project will (try to) change the world!

Budget

BOTTOM-UP

Drawing up a budget based on an initial estimate by each partner

TOP-DOWN

The Coordinator defines macro-envelopes for each partner on the basis of their role in the project

Approach	Advantages	Drawbacks
Bottom-Up	• Allows a partner to be enthusiastic about inviting him or herself in • Keeps the partner's costs in balance	• Incongruities in certain cost items between partners (e.g. travels) • Source of jealousy • Difficult to consolidate, so last-minute errors
Top-Down	• Objective • Faster • Allow negociation if a buffer is foreseen at the beginning • Avoid speculations	• A dissatisfied partner decides not to get too involved in the work because he feels that his budget is not properly aligned with the activities that concern him • Risk of unbalancing cost items

Do not edit
How to change the design

Impact in Horizon Europe is mainly about…

ⓘ The Slido app must be installed on every computer you're presenting from

slido

Do not edit
How to change the design

At least 10 stakeholders will be engaged in project activities.” 👉 Is this a strong KPI?

ⓘ The Slido app must be installed on every computer you’re presenting from

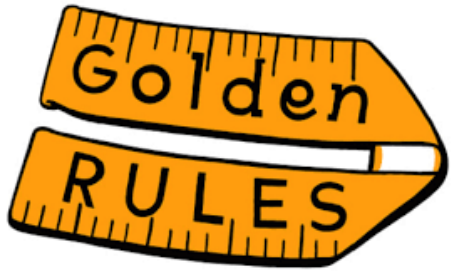
slido

Coffee Break (15’)

Final considerations and wrap-up (60’)

Tips
Do and don’t
Evaluation
Q&A

Do & don't



- Find the call, get informed (webinars, NCPs, portal, infodays, etc.)
- Understand the call (action, mission, TRL, keywords,…)
- Consolidate the project idea (SMART objectives), position yourself (SWOT analysis), define the storytelling
- Surround yourself with the right people
- 5W principle within the partners (asynchronous work)
- Get support within your organization (e.g. admin, financial, reviewers, …)
- The proposal: excellence / impact / implementation but also keywords, abstract, budget, admin
- Anticipate actions (e.g. absence periods)
- Better using sharepoint systems

Ideally you should (must) start 3/4 months before the deadline (1 month is always lost…)

Tips

What	Offset	Who	Deadline	Days left
First discussions, partner search	120		26-May-22	-15
GO/NOGO	100		15-Jun-22	5
Appoint WPLs	90		27-Jun-22	17
Provide PIC, monthly rate	90		27-Jun-22	17
Agree on collaborative tools, task distribution	90		27-Jun-22	17
Open proposal on the Portal	56		29-Jul-22	49
Freeze WBS	56		29-Jul-22	49
Agree on budget blocks	49		5-Aug-22	56
Consortium closed	49		5-Aug-22	56
1st draft of Work Package descriptions	42		12-Aug-22	63
1st budget simulation	42		12-Aug-22	63
1st draft of Section 1	42		12-Aug-22	63
1st draft of Section 2.1	28		26-Aug-22	77
First draft of Section 2.2	28		26-Aug-22	77
Near-final Section 3	21		2-Sep-22	84
Near-final Sections 1-2	21		2-Sep-22	84
All partner information on the Portal	21		2-Sep-22	84
Final QC	10		13-Sep-22	95
Submission	7		16-Sep-22	98
Official Deadline	0		23-Sep-22	105

- Plan the editorial process (retroplanning)
- Set up the editorial team
- Empower the partners
- Pay attention to content and form (avoid over-technical jargon, support with figures, demonstrate ambition) (use illustrations, diagrams, tables; simple English, choice of colours)
- Make the proposal unique
- Adopt a transparent and convincing stance (assertive and ambitious language, demonstrating rather than asserting)
- Overall coherence
- Establish proof reading (e.g. native speaker)
- Consolidation, verification, submission
- Consider to have enough time to do a proper (nice) formatting
- Respect the template + Use of preformatted tools

Evaluator's point of view

👉 "A good proposal is not one that looks good to you — it is one that looks convincing to an evaluator who has limited time, many proposals to read, and very strict criteria to apply."
Evaluator's final question: "Would I confidently fund this with public money?"

EXCELLENCE – "Is this really good?"

- Is the idea ambitious and beyond the state of the art?
- Are objectives clear, specific and credible?
- Is the methodology appropriate and well justified?

IMPACT – "Will this make a difference?"

- Are outcomes aligned with the call?
- Is the pathway from outputs → outcomes → impacts convincing?
- Are target groups, KPIs and uptake plans credible?

IMPLEMENTATION – "Can this team deliver?"

- Is the workplan coherent and realistic?
- Are roles, timing and resources clear?
- Does the consortium have the right expertise and risk management?

Evaluation

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/work-as-an-expert

European Commission | EU Funding & Tenders Portal

Sign in EN

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

Home > Work as an expert

Work as an expert

View more details

We need experts for:

- Assessing applications for EU funding (including prizes and tenders),
- Monitoring of EU funded projects and contracts,
- Giving your advice on specific issues.

Experts act in their individual capacity to assist the EU services with the implementation of EU funding & tenders managed through the Portal.

Do you have an extensive professional experience & proven domain-knowledge?

Register as expert

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

Registered experts can update the profile via the 'Expert profile' once signed in.

Find out more about the evaluation and monitoring objectives and scope in the terms of reference.

If you need further guidance, access the key steps for experts.

Calls for expressions of interest for experts

Call for expressions of interest for experts (2021-2027)

Calls for expressions of interest for experts (2014-2020)

Useful links

Helpdesk and Support Services

FAQ for Experts

Experts dashboard

List of contracted experts

Q&A

Backup

Slido Quizzes

Slido

🧠 **Quiz 1.1 — “Who is WIDERA for?”**

Question (to participants):

👉 *“If WIDERA were a superhero, who would it mainly protect?”*

Options:

1. 🏆 Top European universities like Oxford, TUM, KU Leuven
2. 🌱 Institutions in countries that need to grow their R&I capacity
3. 💰 Large private companies and multinationals
4. 🧪 Only research labs doing fundamental science

✅ **Correct mindset:** Option 2

🎯 *Learning objective:* Make clear that WIDERA is about capacity building, not just excellence.

🧠 **Quiz 1.2 — “Twinning = ?”**

Question:

👉 *“In ONE word: what does ‘Twinning’ mainly mean to you?”*

People will type things like:

- Networking
- Partnership
- Learning
- Capacity
- Mentorship
- Collaboration

🎯 *Learning objective:* Let them intuitively grasp Twinning as partnership/learning, not “funding for research”.

🧠 Quiz 1.3 — “Myth or Fact? Twinning edition”

Format: True/False poll (rapid fire)

Ask these one by one:

1️⃣ “Only institutions in Widening countries can coordinate a Twinning project.”

👉 **TRUE**

2️⃣ “Twinning funds mainly experimental research.”

👉 **FALSE**

3️⃣ “A Twinning project must involve at least 3 partners.”

👉 **TRUE**

4️⃣ “Twinning is a Coordination and Support Action (CSA).”

👉 **TRUE**

🎯 *Learning objective:* Reinforce the key rules in a playful way.

🧠 Quiz 2.1 — “Treasure Hunt in a Call Text”

Format: Multiple choice

Question:

👉 *“If you want to understand what your project MUST deliver, which part of the call is most important?”*

Options:

1. 📍 Destination
2. 🎯 Expected Outcomes
3. 📖 Background
4. 💶 Budget section

✅ **Best answer:** Expected Outcomes

🎯 *Learning objective:* Train them to read calls with the “outcomes-first” logic.

🧠 **Quiz 2.2 — "Match the concept" (fun slide)**
Format: Ranking / matching (you can simplify for Slido)
Ask them to match:
👉 Which description fits best?
A) **Scope**
B) **Expected Outcomes**
C) **Impact**
Statements:
1."What should change in the world thanks to the project" → **Impact**
2."What type of activities and focus are expected" → **Scope**
3."What the project must concretely produce or achieve" → **Outcomes**
🎯 *Learning objective:* Clarify the difference between outcomes vs impact.

🧠 **Quiz 3.1 — "Good or Bad Objective?"**
Format: Multiple choice
Show them this objective:
👉 *"The project will decrease up to 20% the process waste."*
Ask:
👉 *Is this a good Specific Objective for Horizon Europe?*
Options:
1.Yes — it's perfect
2.No — too vague and not measurable
3.It depends on the evaluator
✅ **Correct answer:** No — too vague
🎯 *Learning objective:* Introduce SMART logic.

🧠 **Quiz 3.3 — "If your project were a recipe…"**
Format: Fun poll
Question:
👉 *In your proposal, what is the Methodology most similar to?*
Options:
🍲 The ingredients
👨‍🍳 The cooking process
🍽️ The final dish
Best analogy → **The cooking process**
🎯 *Learning objective:* Make methodology less abstract and more intuitive.

🧠 **Quiz 4.1 — "What is Impact?"**
Format: Multiple choice
Ask:
👉 *Impact in Horizon Europe is mainly about…*
Options:
1.What you do during the project
2.What you produce at the end
3.What changes in society, economy, or science thanks to your project
4.How much money you spend
✅ **Correct answer:** 3

🧠 **Quiz 4.2 — "Good or Bad KPI?"**

Format: Poll

Show this KPI:

👉 *"At least 10 stakeholders will be engaged in project activities."*

Ask:

👉 *Is this a strong KPI?*

Options:

1.Yes — it's clear and measurable

2.No — too vague (engaged how?)

Best answer → **2 (No — needs quality + method of measurement)**

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

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THANK YOU

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#NATIONAL TECHNOLOGY INITIATIVE

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK