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

UFUK AVRUPA

From Idea to Proposal: Key Steps & Best Practices

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REPUBLIC OF TÜRKİYE MINISTRY OF INDUSTRY AND TECHNOLOGY

#NATIONAL TECHNOLOGY INITIATIVE

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

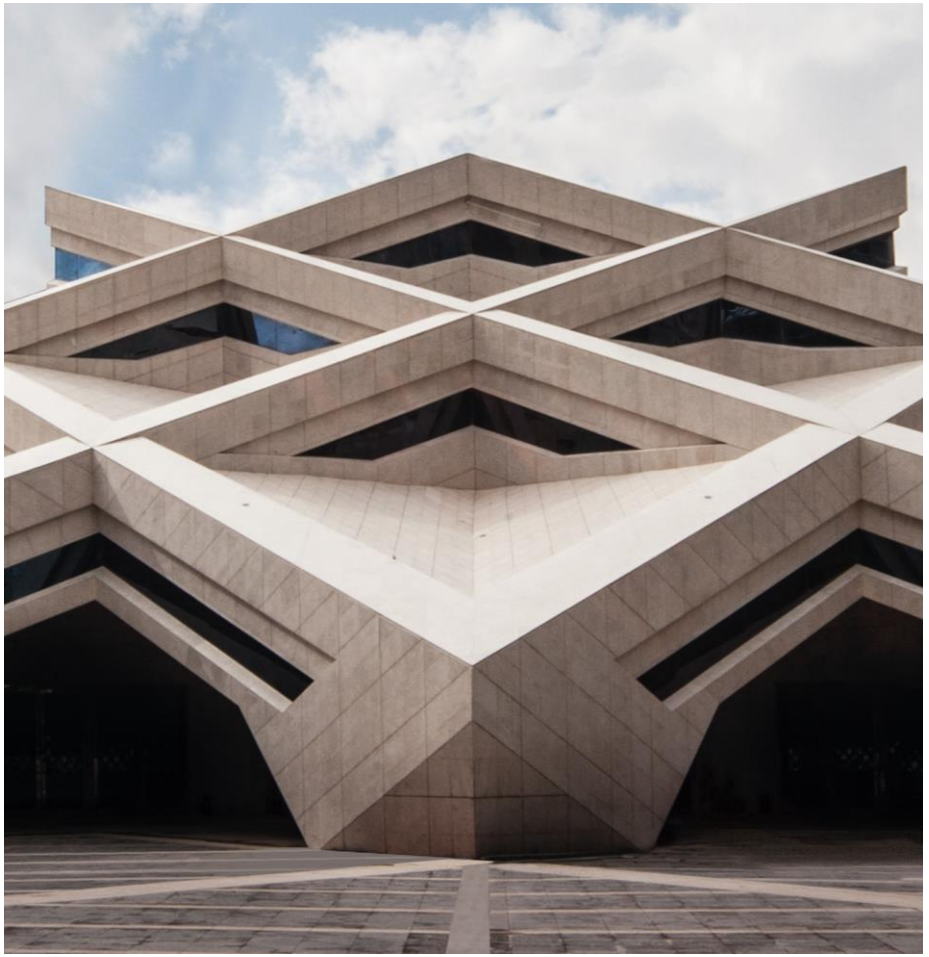
Course Structure

From Idea to Proposal: Key Steps & Best Practices (60')

- *Understanding Horizon Europe calls and work programmes effectively.*
- *Essentials of forming a strong consortium and defining roles.*
- *Critical best practices in proposal writing (focus on clarity, impact, and innovation).*
- *Key insights from an evaluator's perspective (common pitfalls to avoid).*
- *Practical tips for newcomers to get started.*

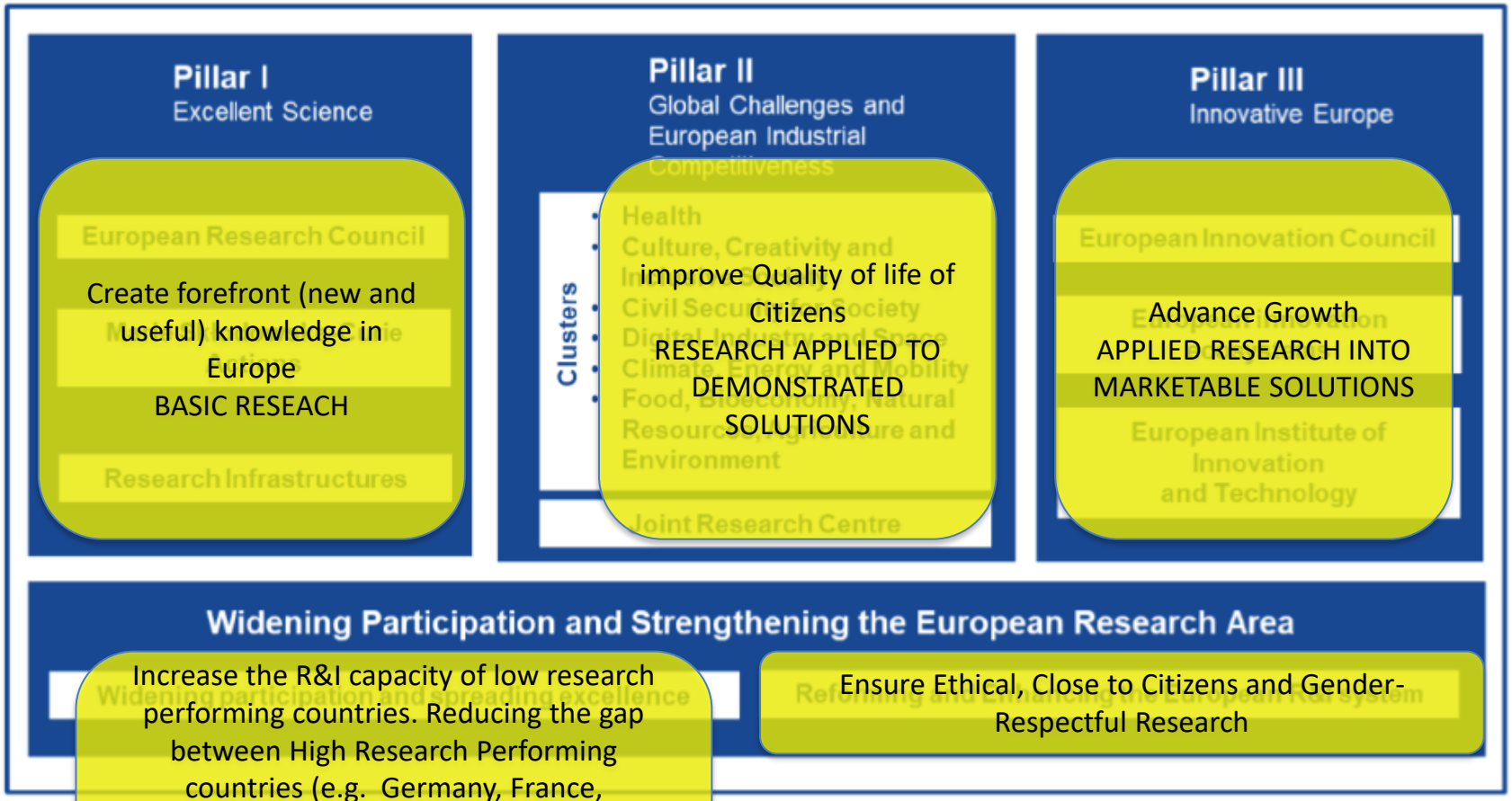
Technical Project Management in Horizon Europe (45')

- Work package design and deliverables.
- Project monitoring and reporting.
- Risk management and amendments
- Practical insights into maintaining compliance and collaboration throughout the project lifecycle.

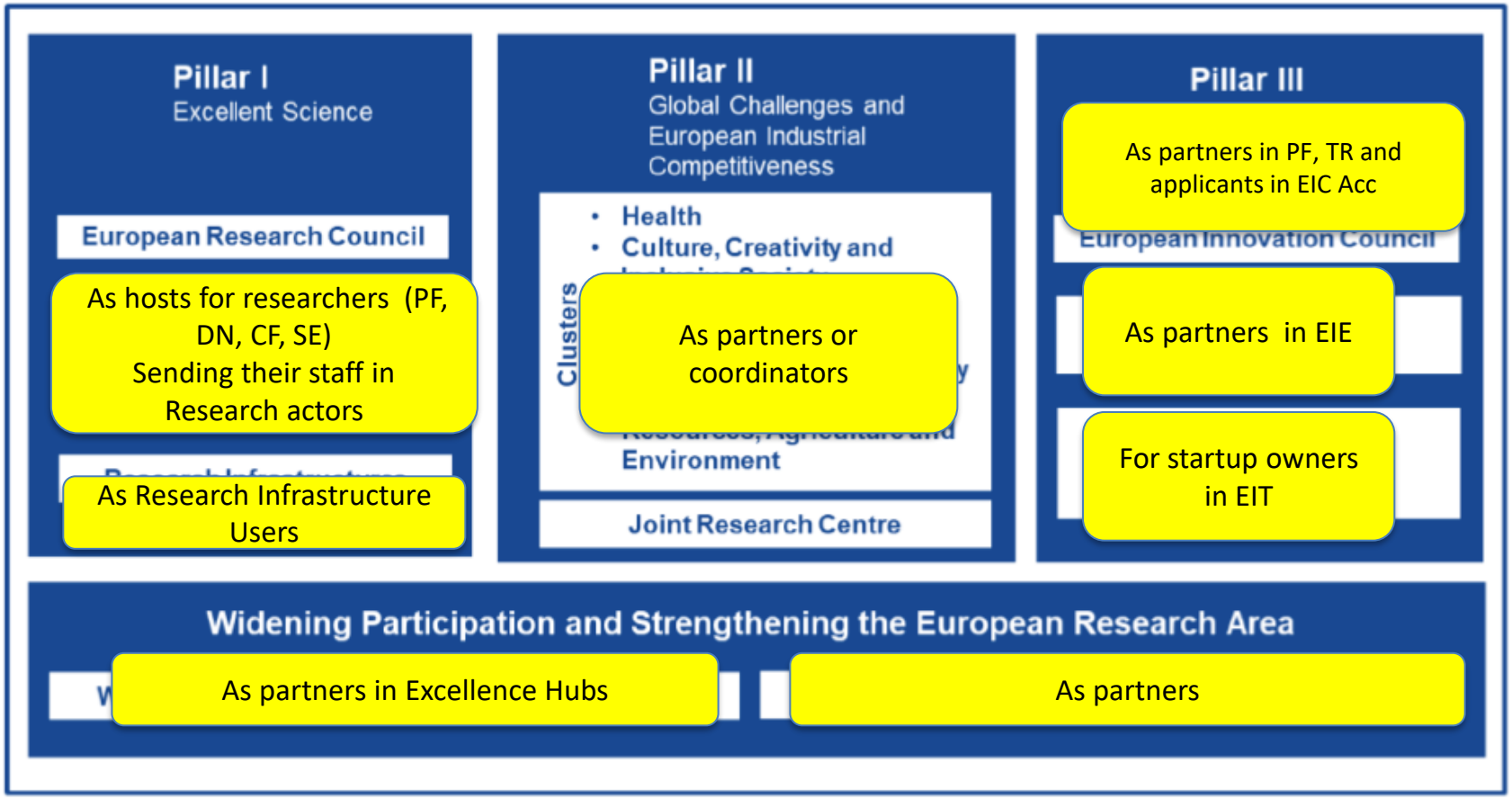


Understanding Horizon Europe calls and work programmes effectively

Horizon Europe Purpose!



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

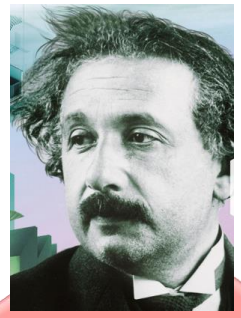


Important Note: Horizon Europe in not only for Research Actors!!!

Intelligence behind Horizon Europe Structure/Actions and TRLs

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

Horizon Europe and TRLs Paradigm



Year 1905
Albert Einstein laid the foundations for understanding solar cells with his theoretical explanation of the photoelectric effect and proved that solar cells can convert sunlight into electricity

Bell Laboratories

Year 1954
The first solar cell is created in the US at Bell Labs. It had an energy conversion efficiency ~ 5%

Flisom
Flexible Solar Modules

Year 2018
ETH Zurich and Empa via the spin-off company Flisom produce flexible thin-film solar cells with energy conversion efficiency 20.4%

TRL 1: Basic Principles

TRL 2: Technology Formulation

TRL 3: First laboratory tests

TRL 4: System/**Technology validated in lab**

TRL 5: **Technology validated in relevant environment**

TRL 6: **Technology demonstrated**

TRL 7: Demonstrated system

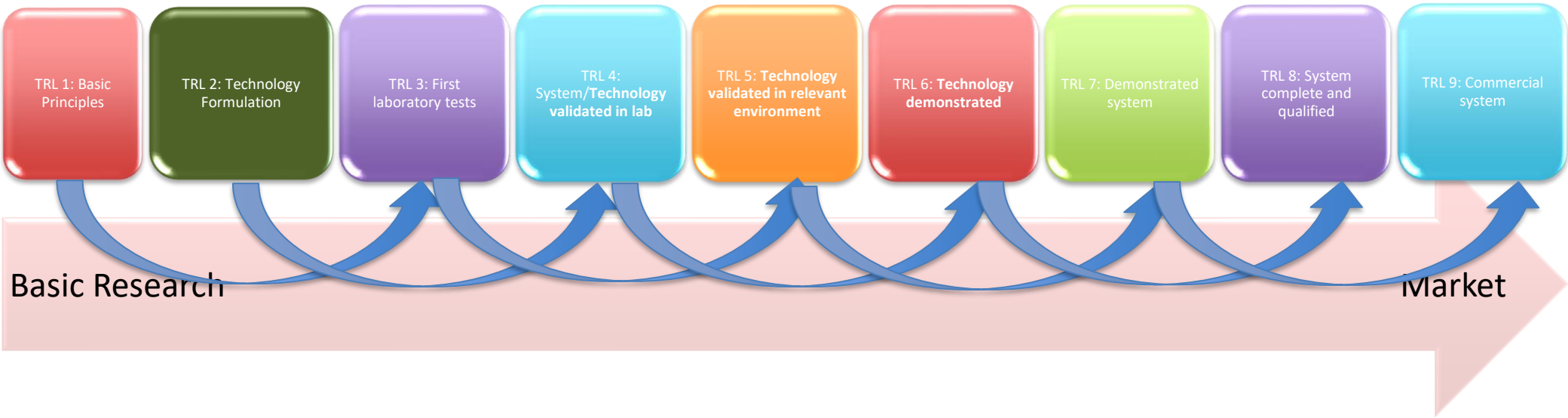
TRL 8: System complete and qualified

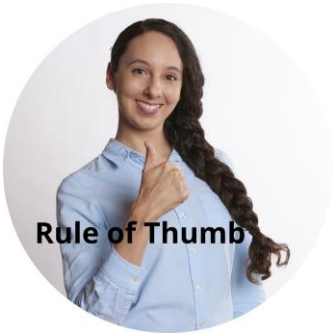
TRL 9: Commercial system

Basic Research

Market

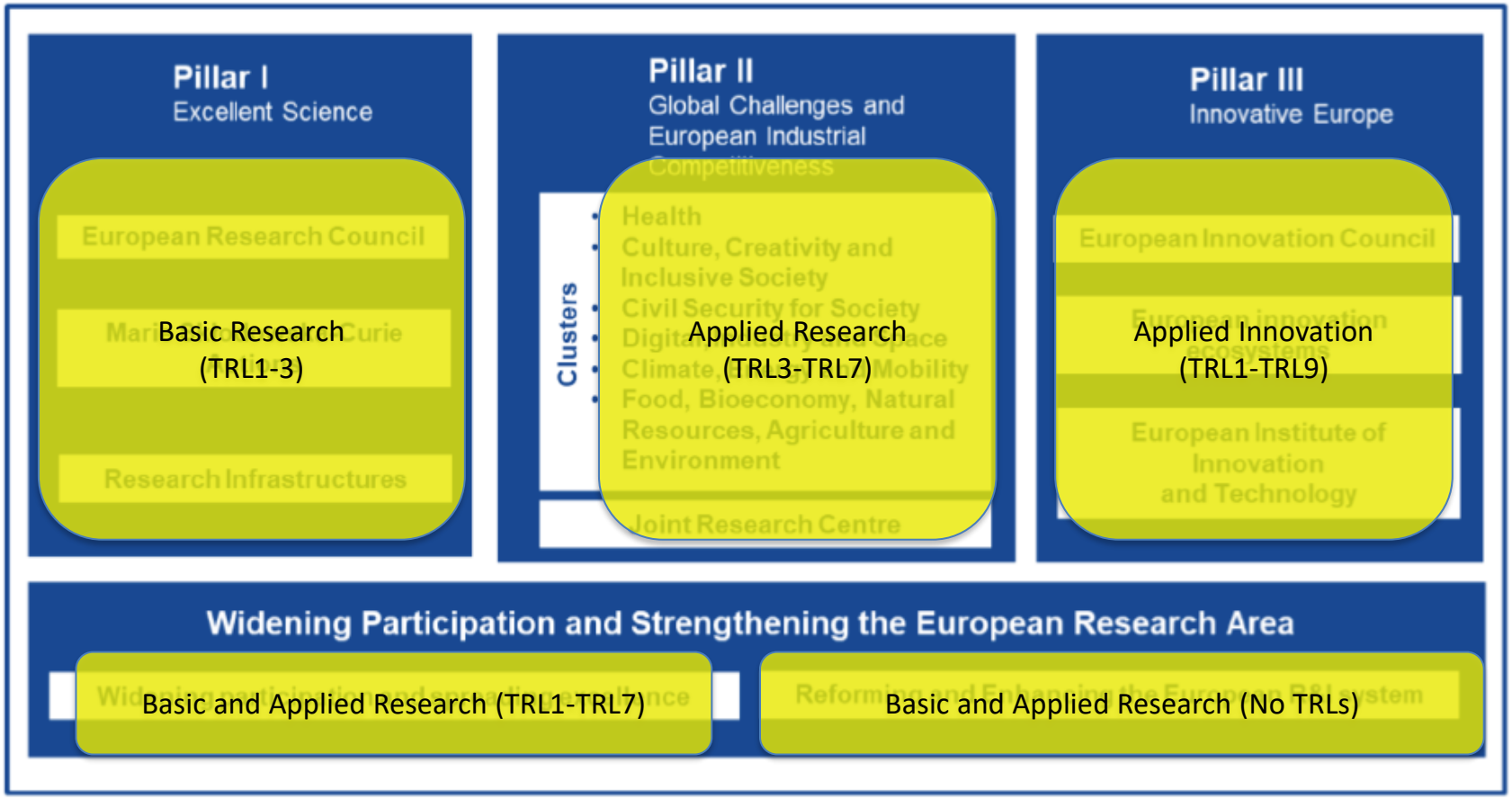
Horizon Europe Projects TRLs Increase

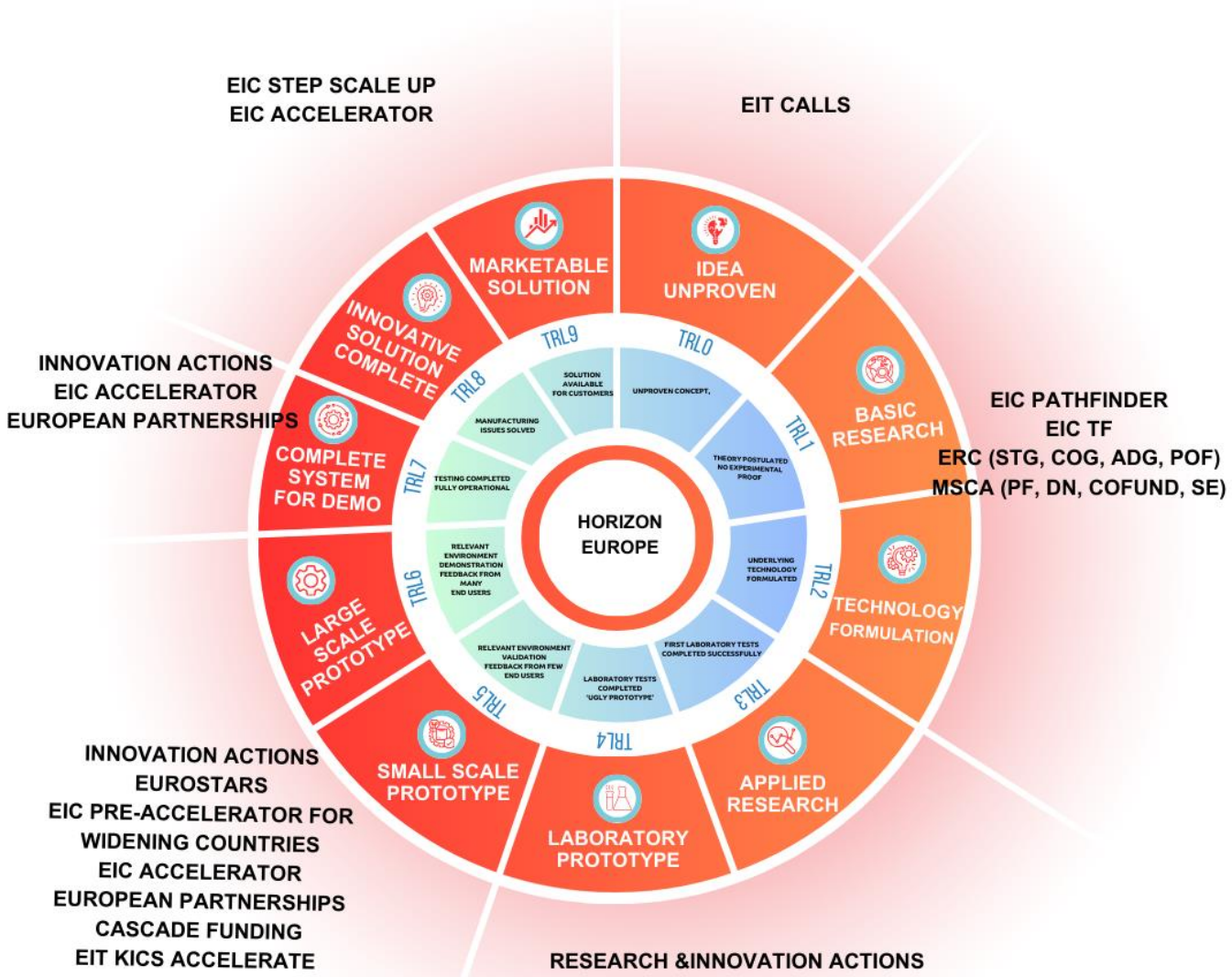




~ two TRLs increase are expected within Horizon Europe Project lifecycle

Horizon Europe Focus





Horizon Europe 😊

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

Horizon Europe ☹️

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

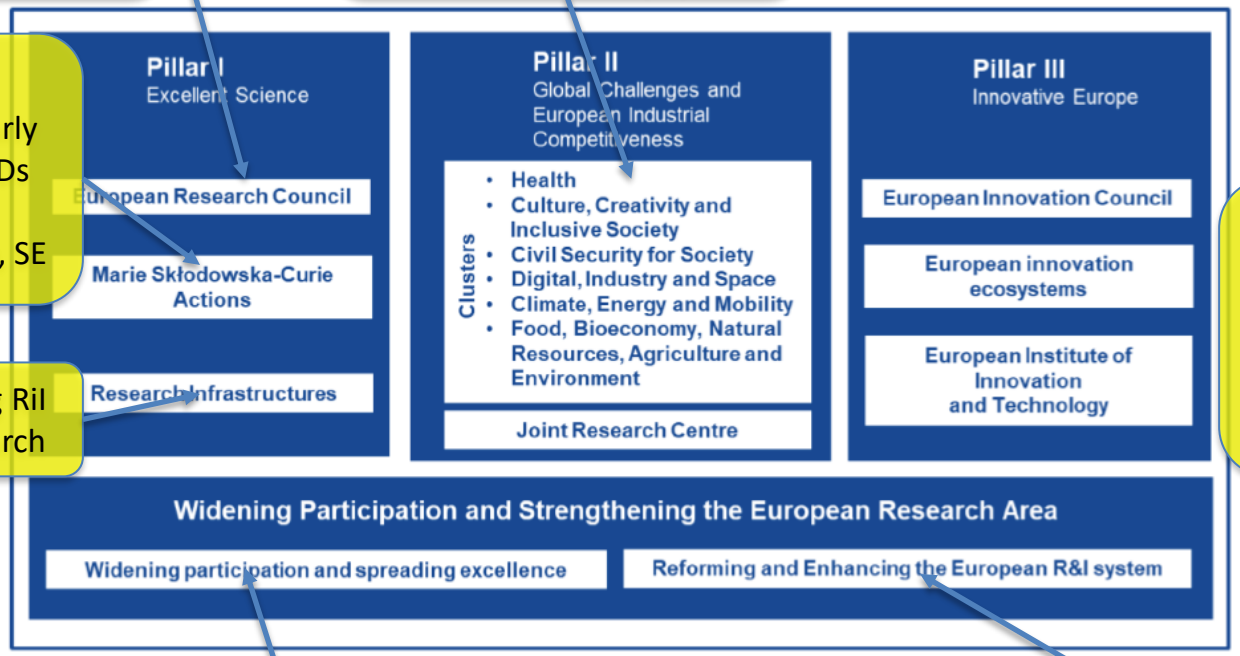
Horizon Europe Actions

ERC: Funding for Breakthrough basic research wrt PI's experience (StG, CoG, AdG, SyG, PoC)

Collaborative applied research actions with specific prescribed goals. With focus on Research (RIA) or Innovation (IA)

MSCA: Funding for capacity building of early stage researchers (PhDs and Postdocs) MSCA PF, DN, COFUND, SE

Building and advancing RiI for breakthrough research



Grants for transforming research outcomes into innovative solutions EIC Pathfinder, Transition, Accelerator, EIT support actions or EIE accelerations

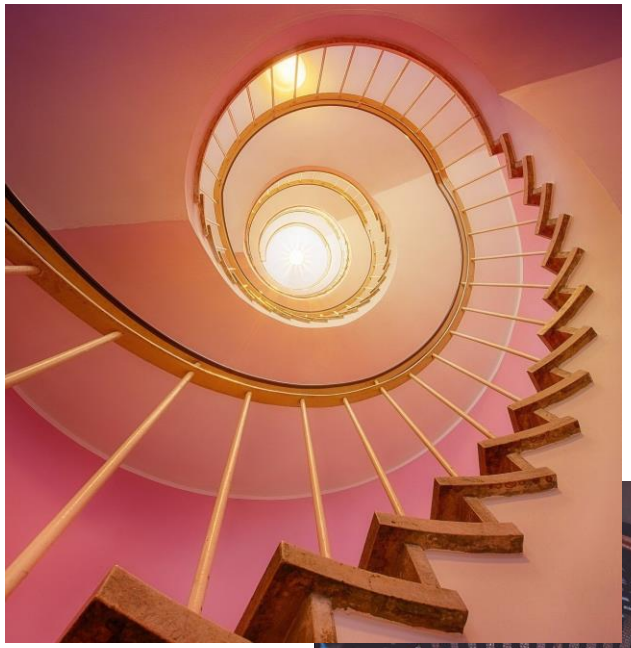
Basic and Applied Research for reducing the R&I gap

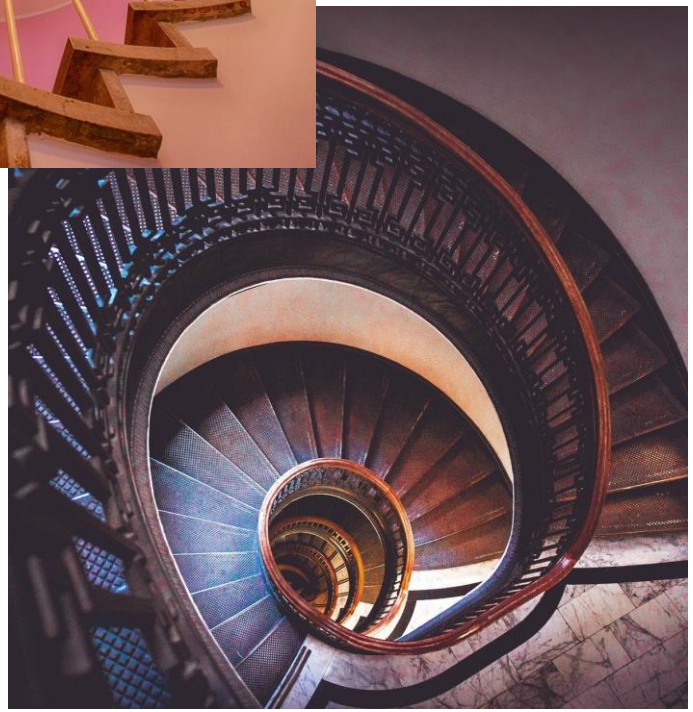
No research actions just support ones for Responsible Research

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

B-U, T-D

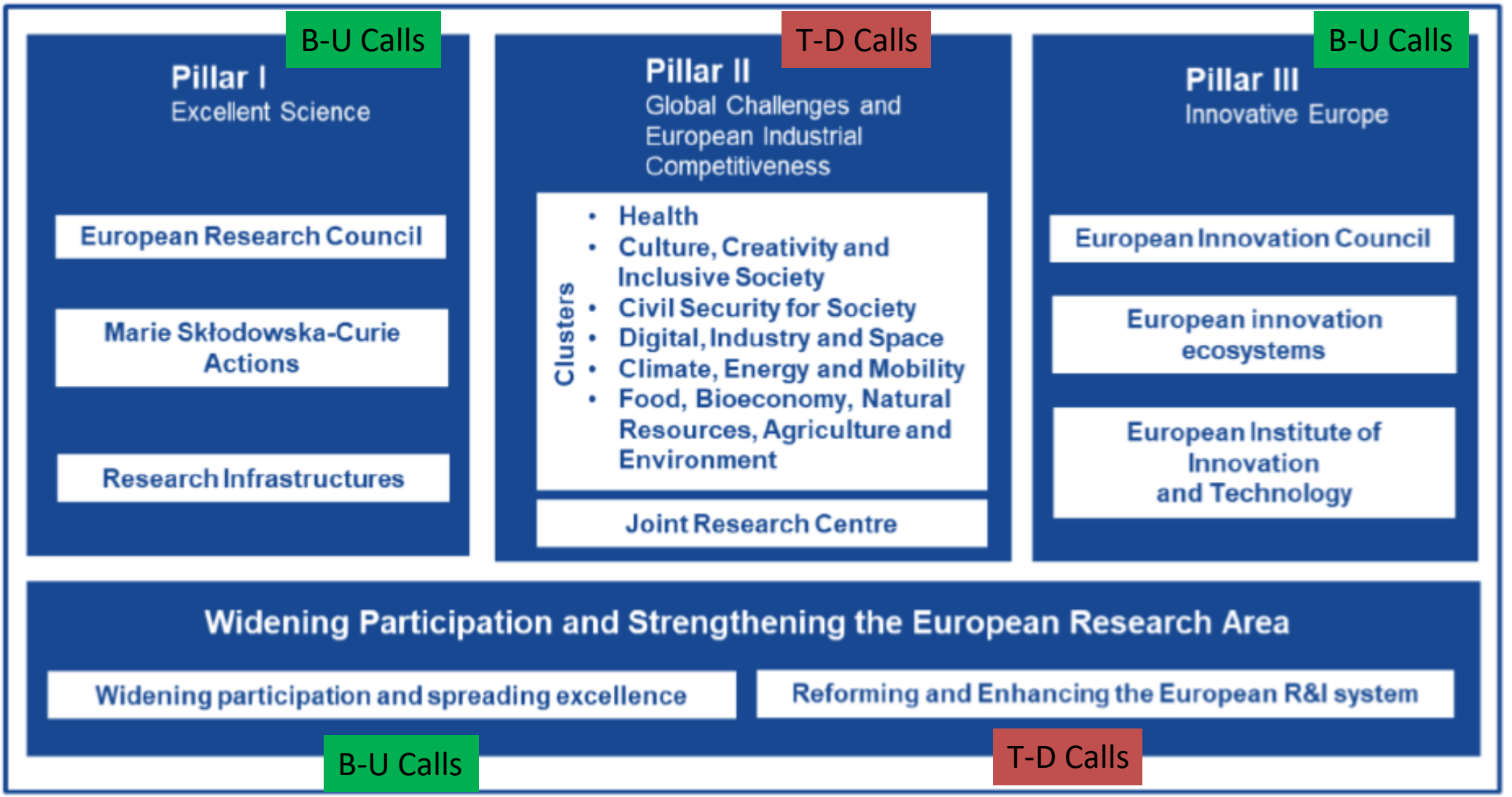
What is **Bottom-Up or Top-Down** call topic?!





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

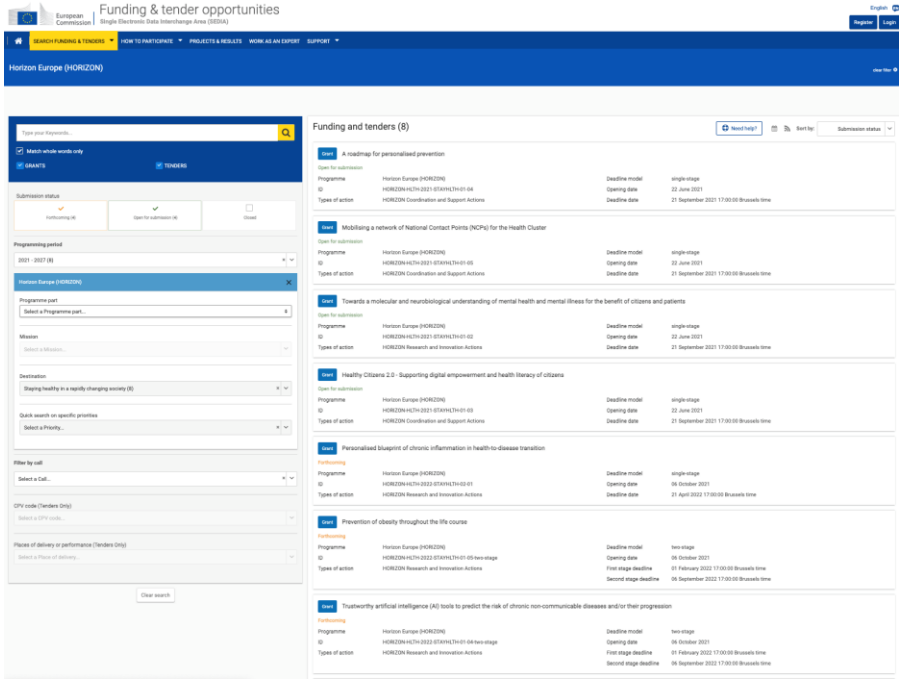
Horizon Europe Structure



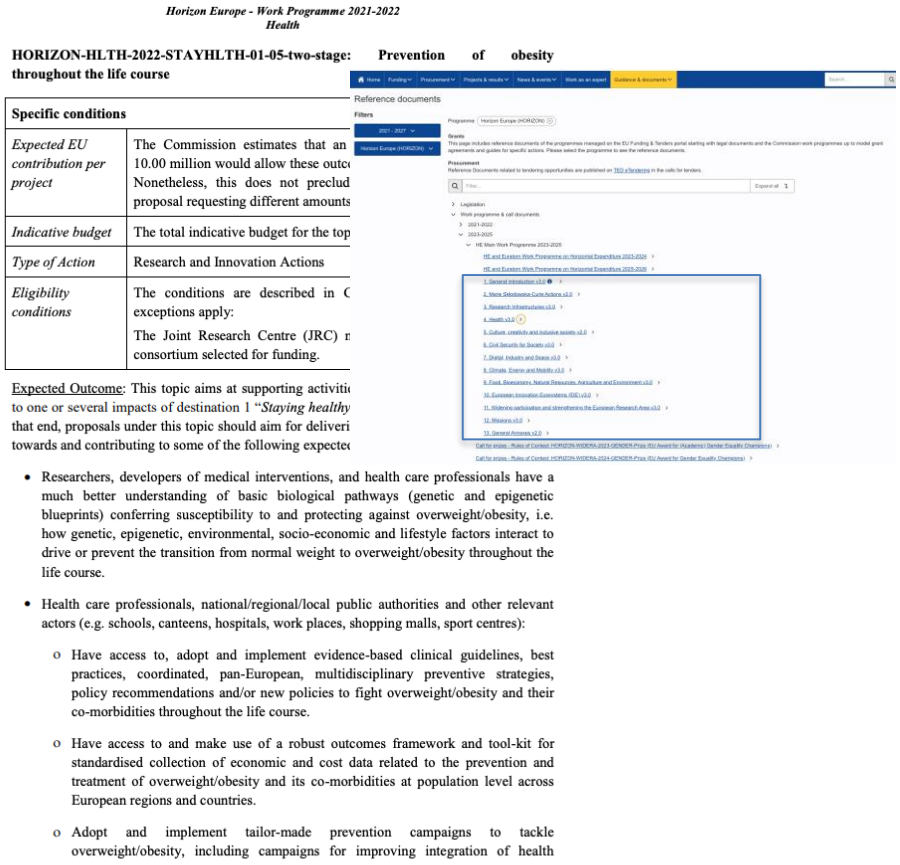
Source: EC

Intelligence behind Horizon Europe Pillar 2 Workprogrammes

Workprogramme Sources



Source 1: [Funding and Tenders Portal]



Horizon Europe - Work Programme 2021-2022
Health

HORIZON-HLTH-2022-STAYHLTH-01-05-two-stage: Prevention of obesity throughout the life course

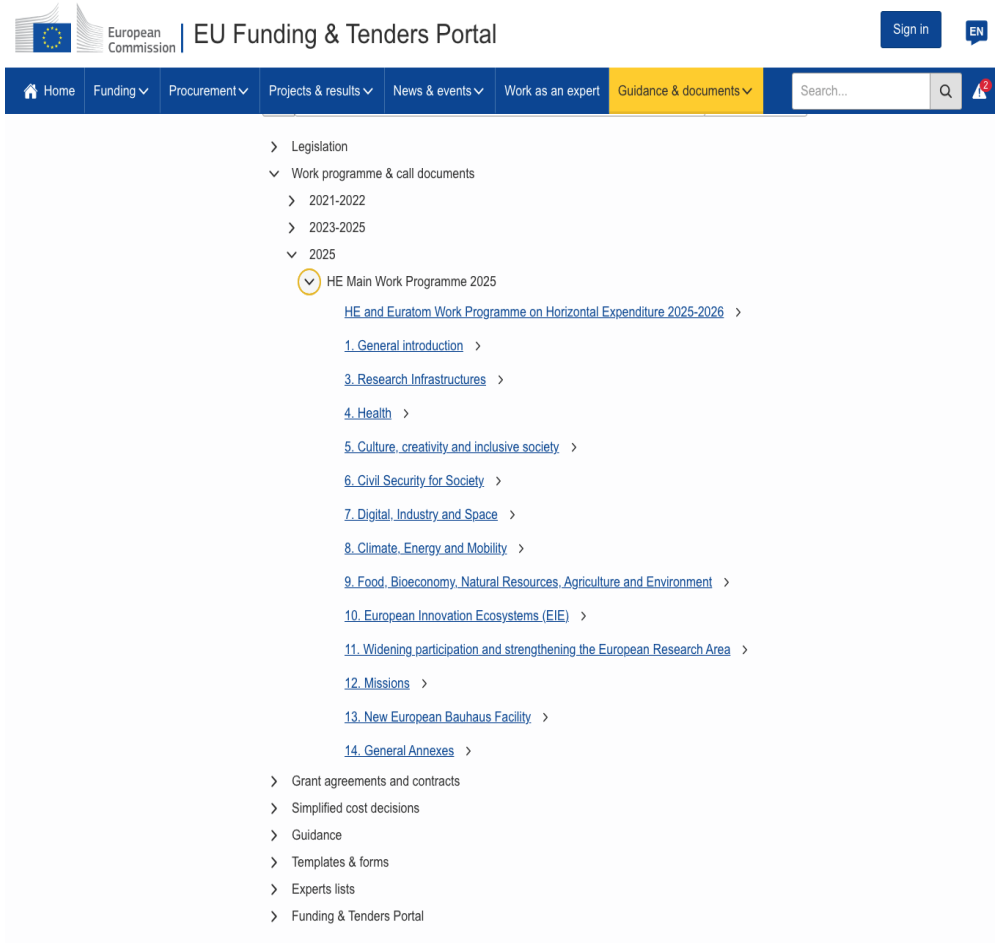
Specific conditions	
Expected EU contribution per project	The Commission estimates that an 10.00 million would allow these outc Nonetheless, this does not preclud proposal requesting different amounts
Indicative budget	The total indicative budget for the top
Type of Action	Research and Innovation Actions
Eligibility conditions	The conditions are described in C exceptions apply: The Joint Research Centre (JRC) r consortium selected for funding.

Expected Outcome: This topic aims at supporting activiti to one or several impacts of destination 1 "*Staying healthy* that end, proposals under this topic should aim for deliveri towards and contributing to some of the following expecte

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

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

Workprogrammes 2025 under Horizon Europe Now Available



Workprogramme 2025 Cluster 1 Health

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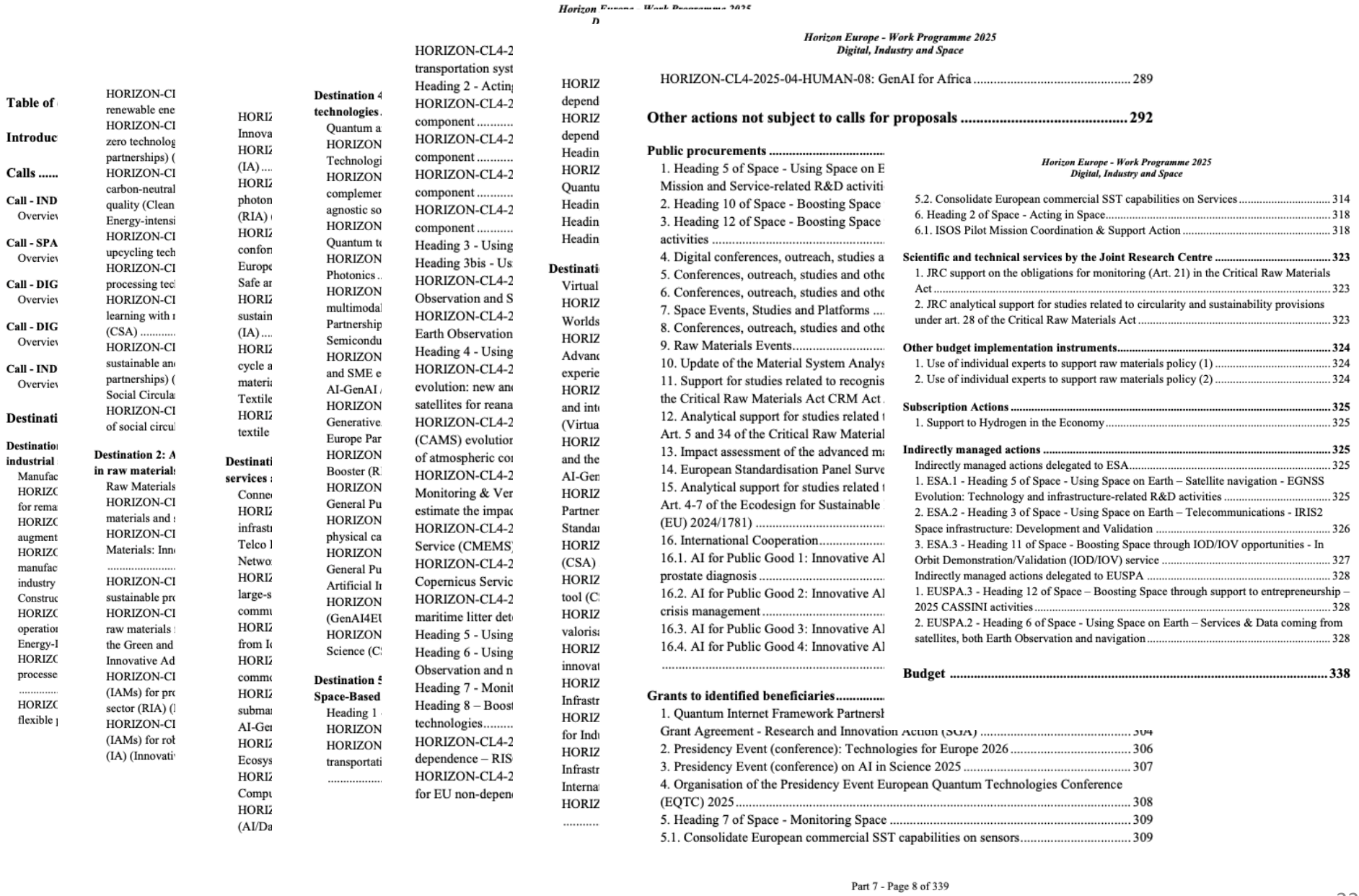
Civil Security for Society

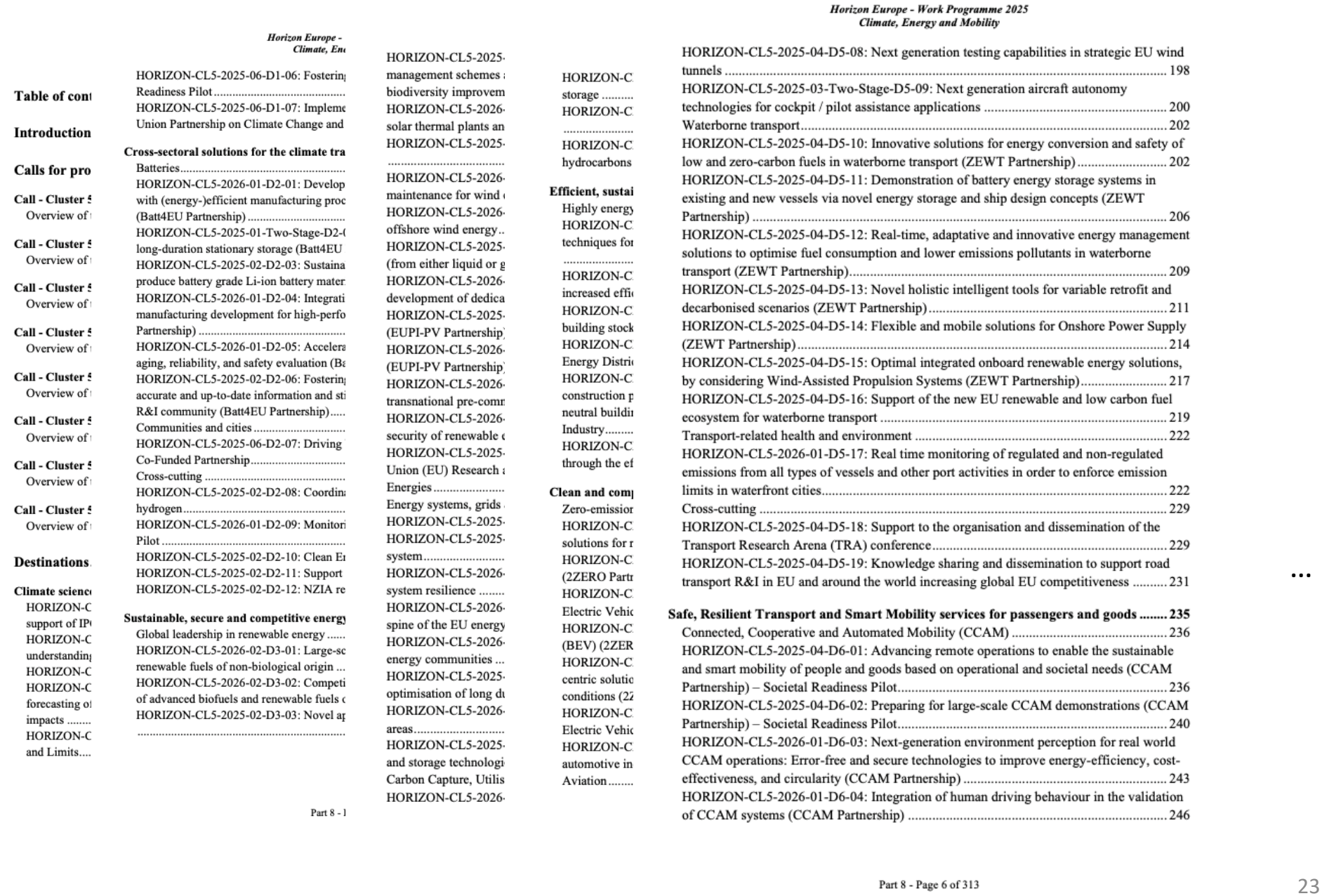
Cluster 4 2025 - Industry, Digital and Space



Horizon Europe - Work Programme 2025
Digital, Industry and Space

Horizon Europe - Work Programme 2025
Digital, Industry and Space

Cluster 5 2025 - Climate, Energy and Mobility



Horizon Europe - Work Programme 2025
Climate, Energy and Mobility

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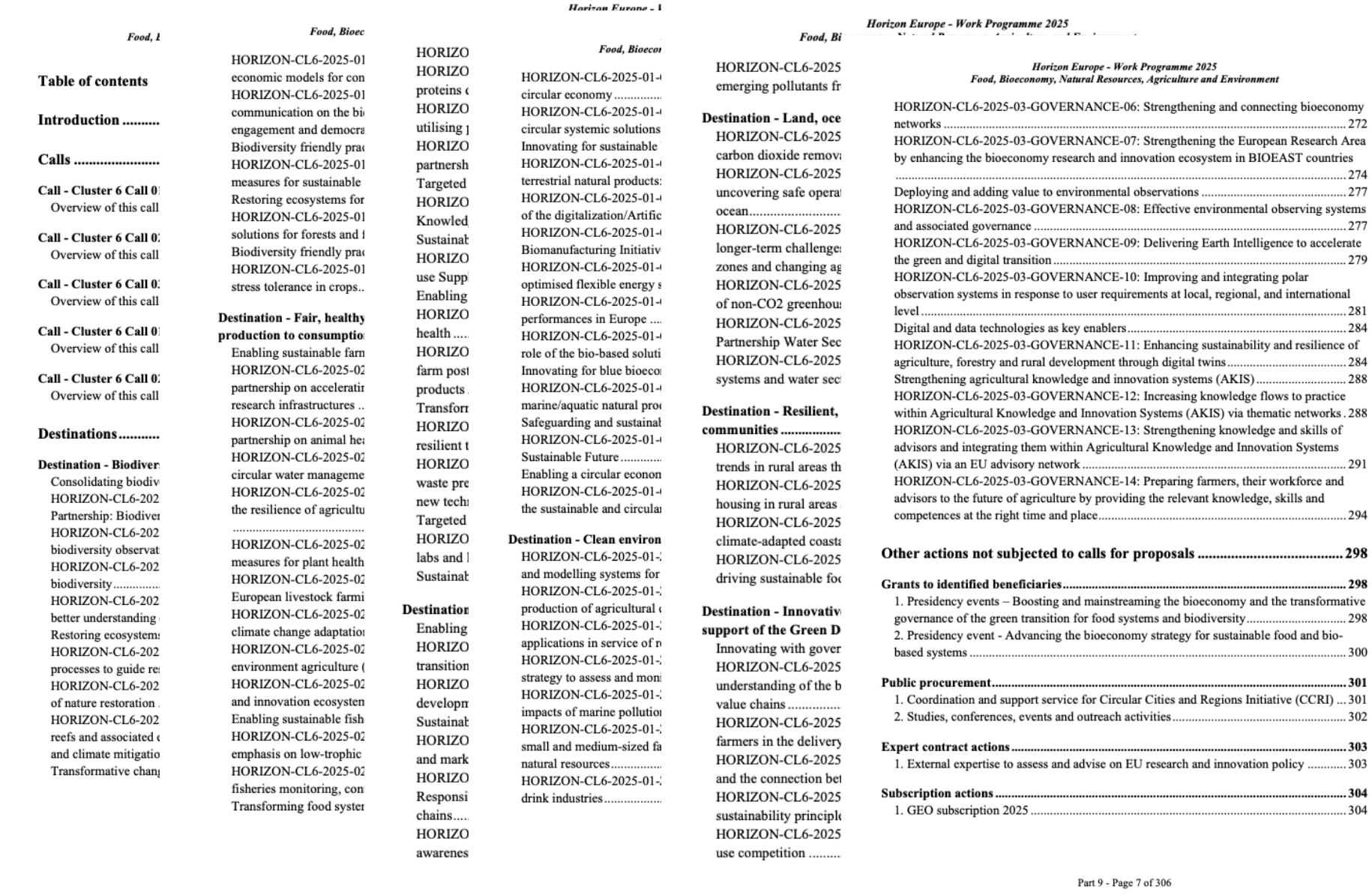
Cluster 6 ‘Food, Bioeconomy, Natural Resources, Agriculture and Environment’



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Food, Bioeconomy, Natural Resources, Agriculture and Environment

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Homework-Hands On practice

Step 1: Download the workprogrammes you are interested

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

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

Intelligence behind the call-topic description

Cluster Destination Structure!

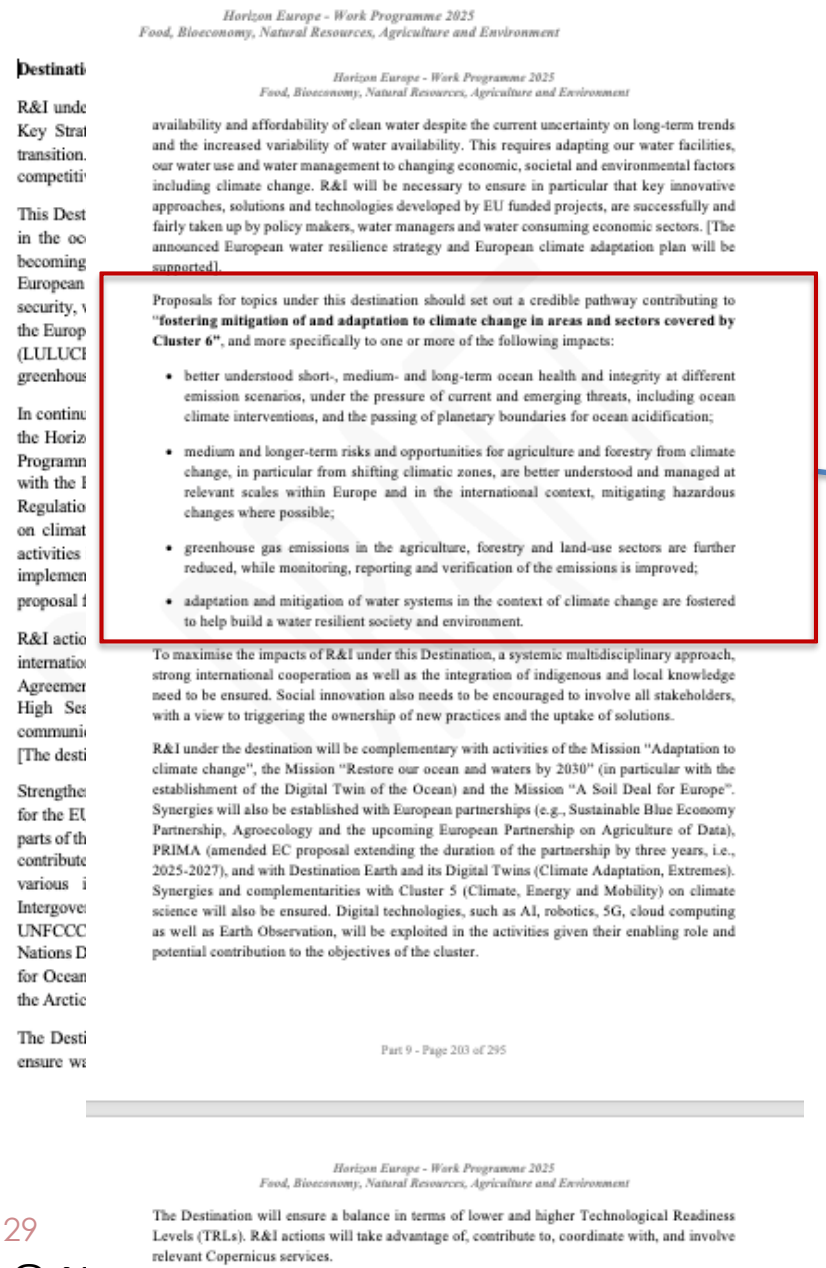
Expected Impacts:
Expected **project contributions** up to x (say **5 years) after the end of the project (Long term)**

- **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

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

Cluster Destination Structure



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

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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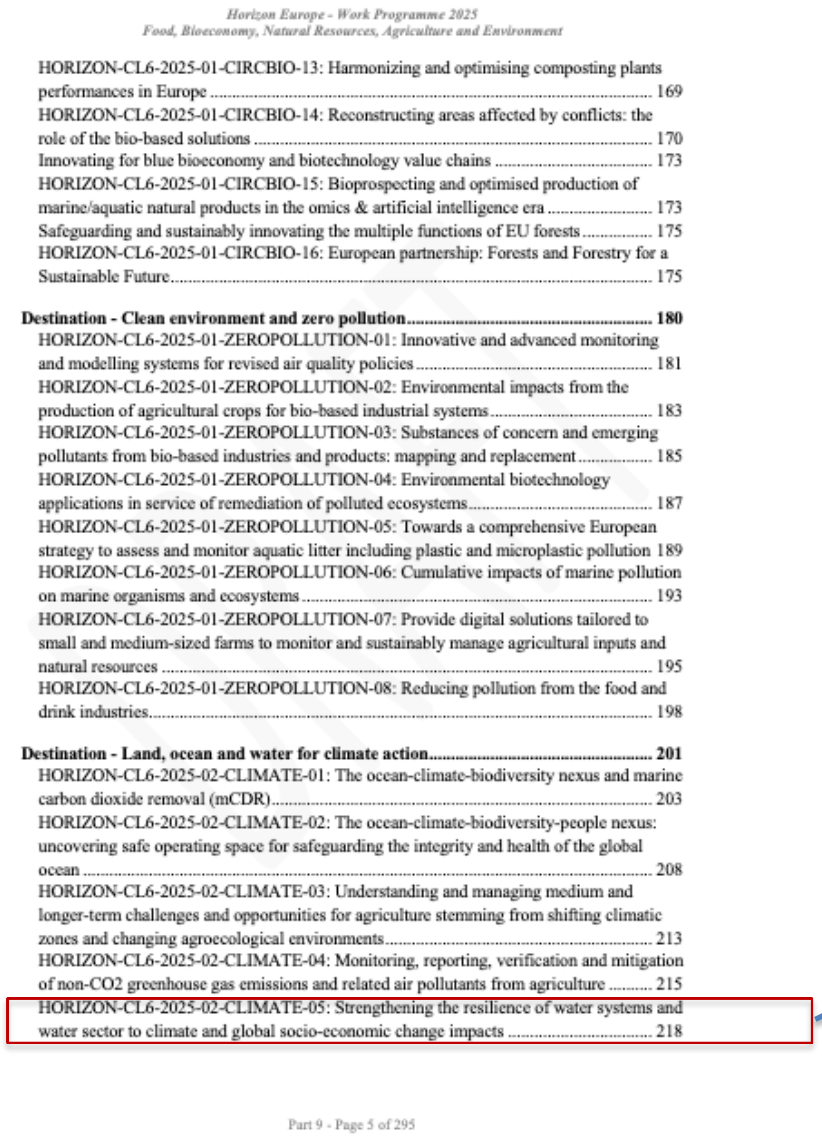
Food, Bioeconomy, Natural Resources, Agriculture and Environment

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)**

Horizon Europe Call Structure



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

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

Projects Type and Budget for targeted call

HORIZON-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	The conditions are described in General Annex B. The following exceptions apply: The Joint Research Centre (JRC) may participate as member of the consortium selected for funding. 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).

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

Expected benefits by each project end from the targeted call

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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- 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

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 tools[165]. 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

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.

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).

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**

From the Scope
- **Key** Project **Objectives**

From the Scope
- **Hints on the approach**

Analysis of the Scope Section 3/3

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.

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	The conditions are described in General Annex B. The following exceptions apply: 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. If projects use satellite-based earth observation, positioning, navigation and/or related timing data and services, beneficiaries must make use of

From the Scope (Cont.)

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

Essentials of forming a strong consortium and defining roles

Incl. practical tips for newcomers to get started

Types of Partners

A. _____ competent partners (direct and indirect ones)

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

Tips!

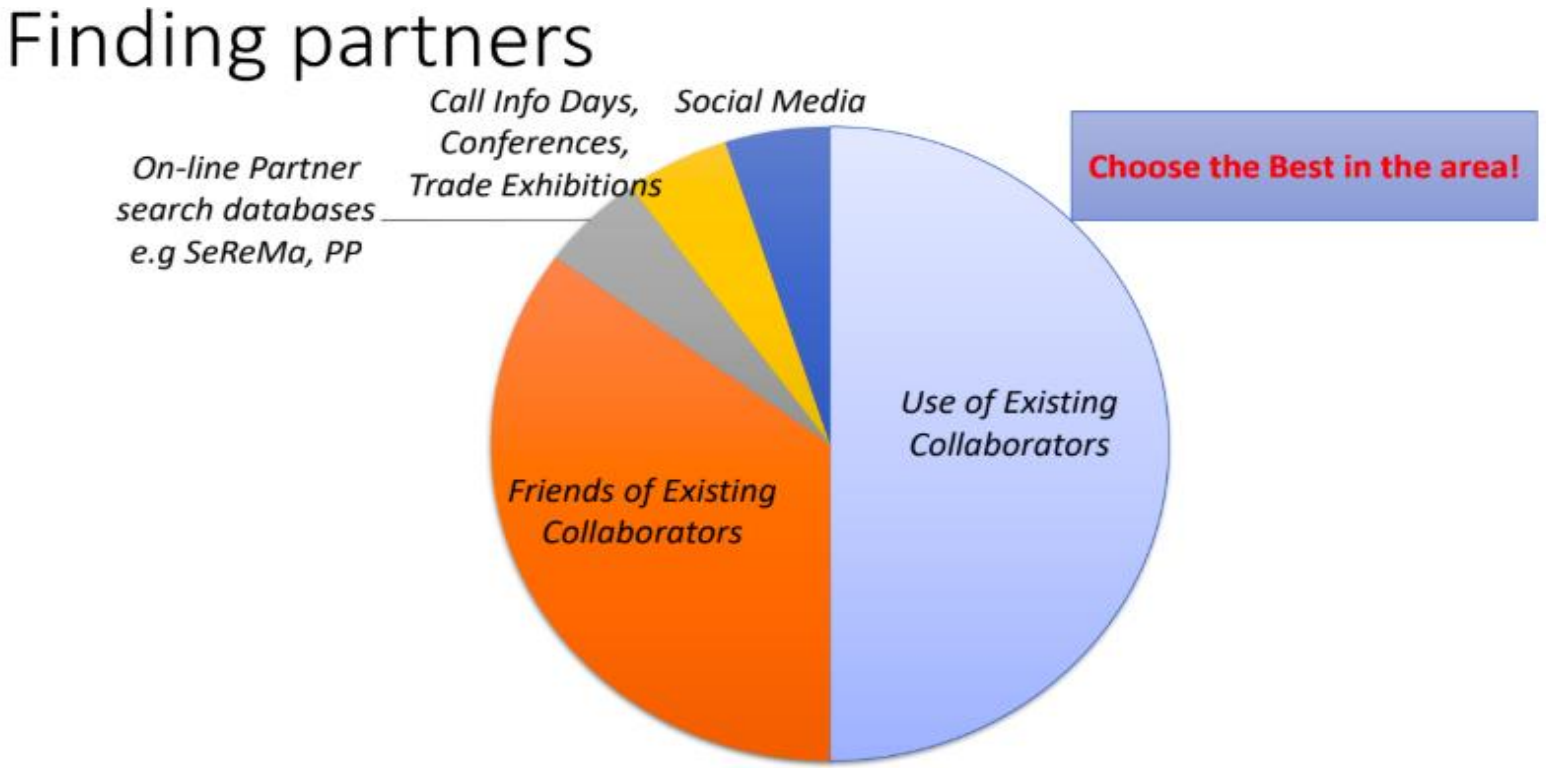
- ✓ *Your proposal could include stakeholders highly interested in your project results as Associate Partners*
- ✓ *In this way, the high value of your project is significantly enhanced*
- ✓ *Inclusion of Associate Partners as indirect partners has <u>high value</u>*

Where to find competent Partners

Sources for competent direct and indirect partners

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

Partners' Sources



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

How to contact **intelligently** identified key actors

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

Communication Approach

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

After some fruitful collaboration,

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

Email Examples/templates

1st Email:

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

Dear [First name] ……..,

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

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

In specific, we can …

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

Looking forward to hearing from you

2nd email [After some fruitful collaboration]

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

Hi [First name]

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

In specific our organisation can … .

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

We are also in contact with the EC policy officer Mrs/Mr …. related to this call as well as with critical other actors such as …[Specific Names of policy makers and other big players that you are in contact with]

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

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

Best regards

[First Name]. [Position]

Tips on email creation with AI

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

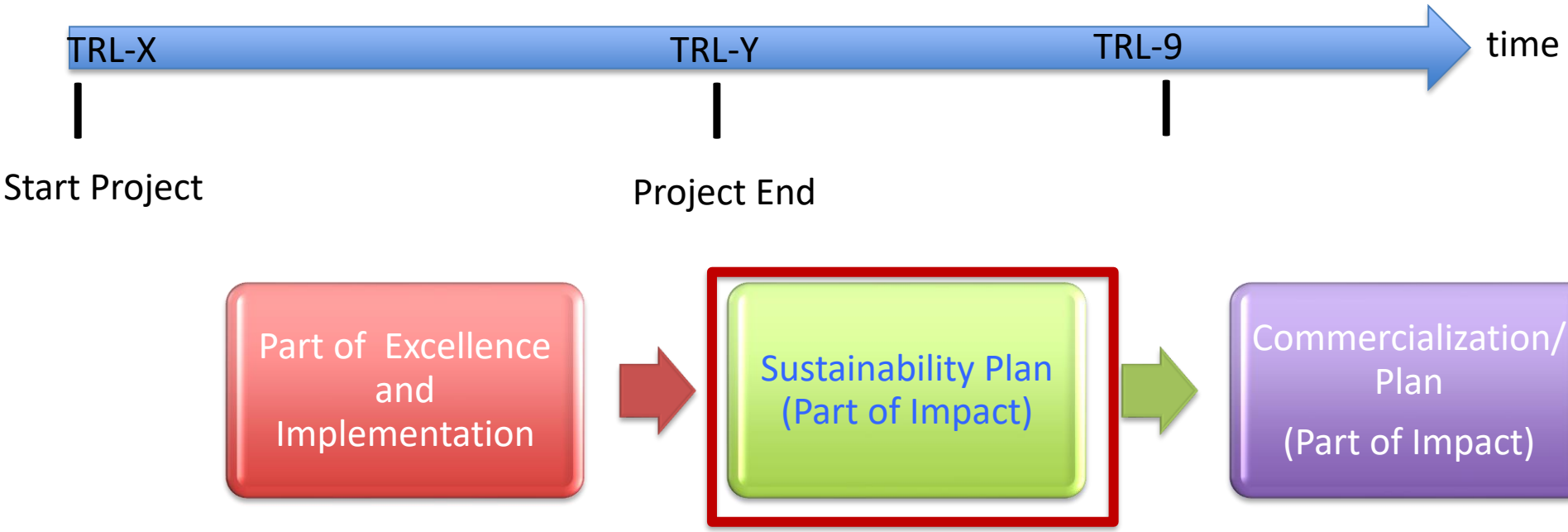
Homework-Hands On practice

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

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

Critical best practices in proposal writing (focus on clarity, impact, and innovation)

Critical Best Practice



The lower the TRL-Y the less detailed the sustainability and commercialisation plans

Be Clear and Measurable

Fit-All Text should be avoided

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

Source: TH2020II/CERTH

Clear and Verifiable **R**esults

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

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

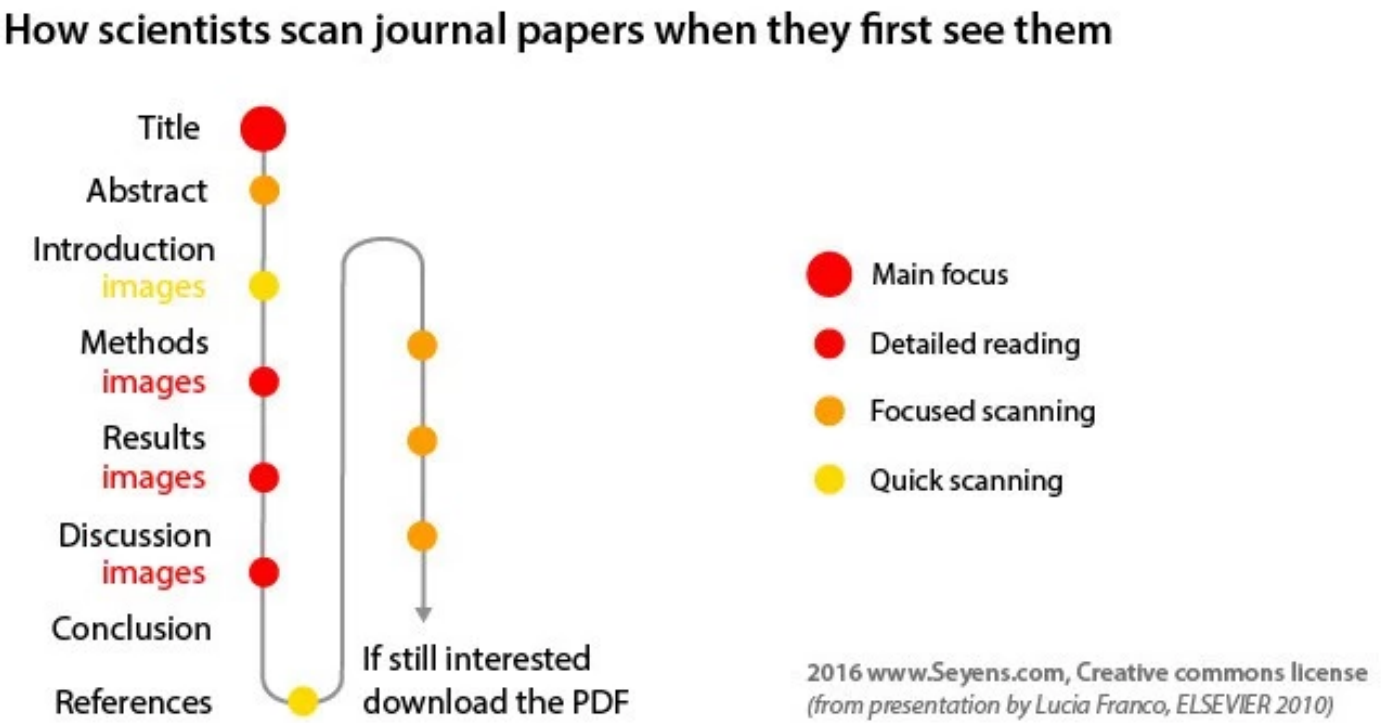
Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: laboratory prototype that is 'up and running' software released and validated by a user group; field survey complete and data quality validated.

Examples of means of verification

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

Key insights from an evaluator's perspective
(common pitfalls to avoid)

Evaluators evaluate like scientists scanning papers



What Evaluators look first

- ✓ Abstract
  - ✓ Why this, Why now, why you, why in this way?
- ✓ Consortium composition
  - ✓ Is the consortium balanced (interdisciplinary) with all value chain players?
- ✓ Proposal Structure
  - ✓ Headings and Subheadings
  - ✓ Illustrations (figures, diagrams, tables, etc)

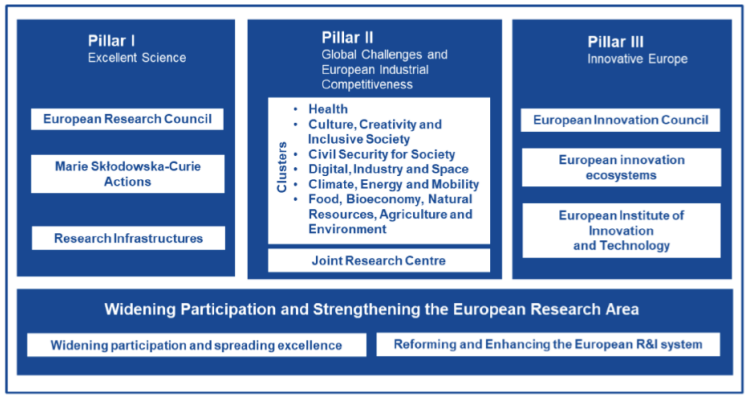
What Evaluators highly appreciate

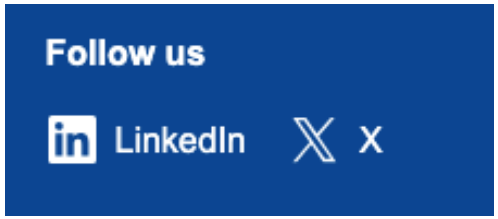
- ✓SoA Depth
  - ✓Rationale on Scientific limitations
- ✓Approach Quality
  - ✓What makes this project capable of overcoming the
    - ✓ scientific limitation and reaching project objectives
    - ✓Societal barriers and reaching expected short term and long term benefits

Practical Tips for newcomers to get started

Additional

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 Sklodowska-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)

Technical Project Management in Horizon Europe

Nikolaos FLORATOS

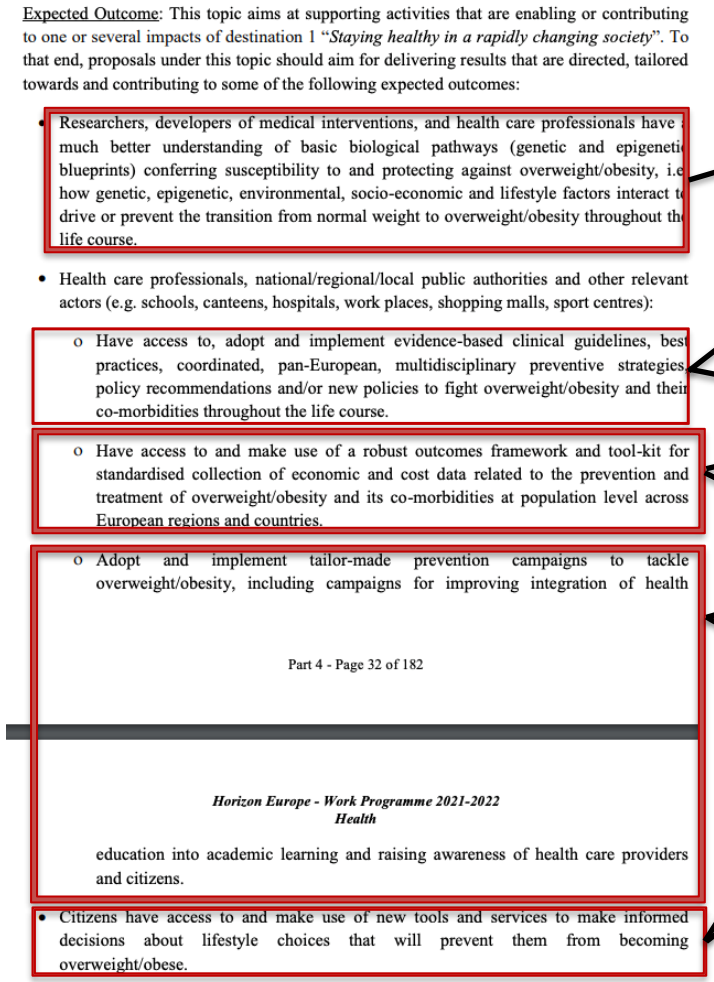
Horizon Europe Infoday

Antalya Oct 2025

Workpackage Design and Deliverables

Use of the P.O.W.E.R.™ tool

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



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

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

Part 4 - Page 32 of 182

Horizon Europe - Work Programme 2021-2022
Health

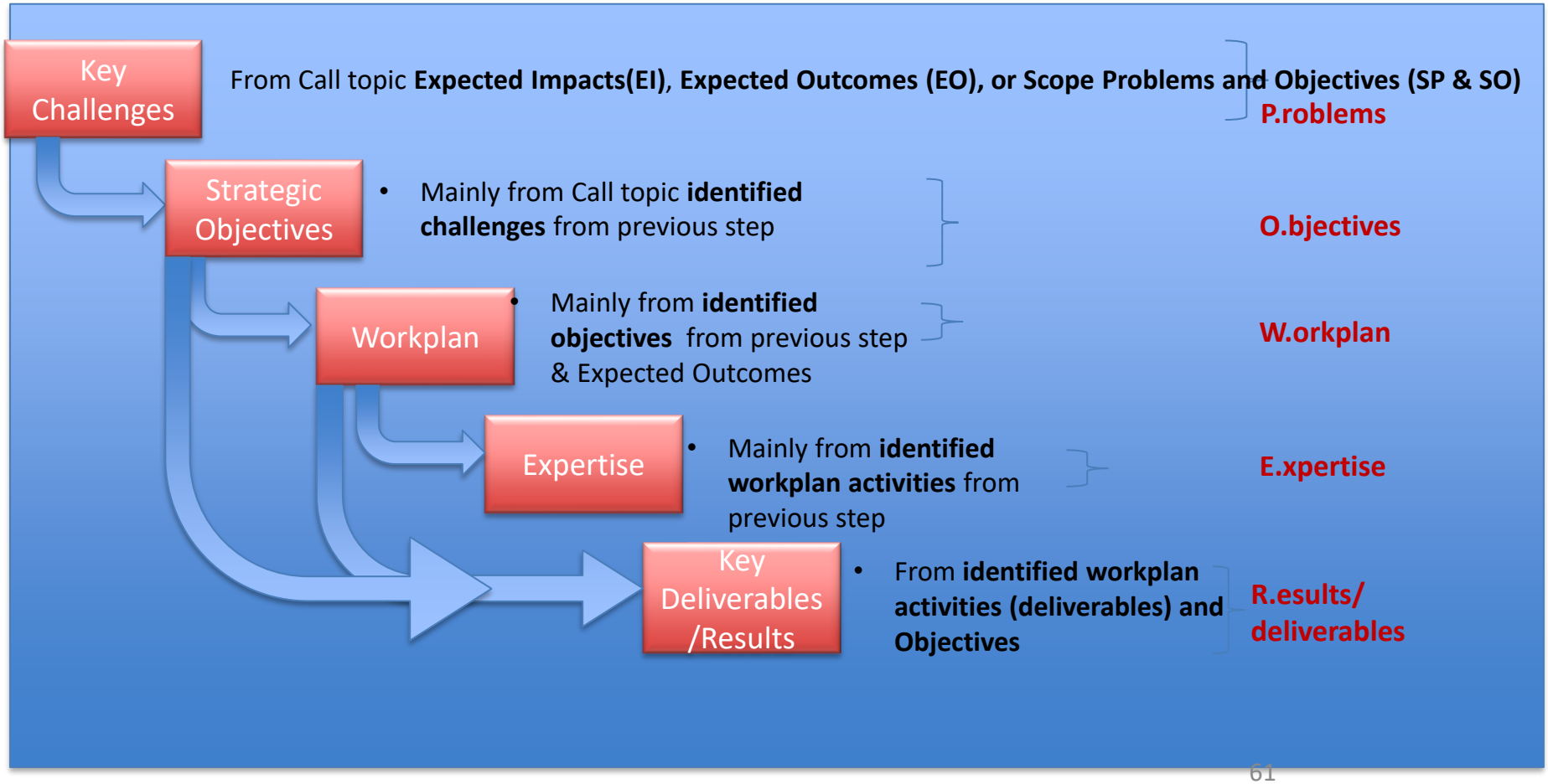
education into academic learning and raising awareness of health care providers and citizens.

- 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 Workpackage Design & Deliverables



Project Monitoring and Reporting

An example of a project management chart for R&I Projects

Profile photos/logos

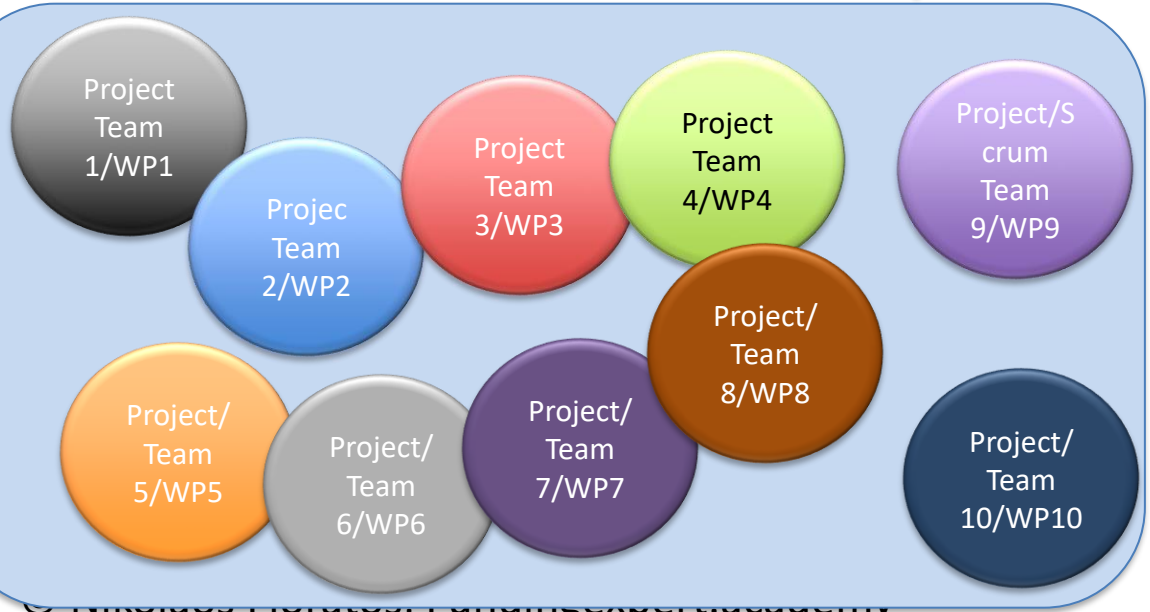
Dr. Gandi Pau (PC/PO)

Dr. Giannis Arzis (TL/PO)

Steering Committee (SC)

Technical Committee (TC)

WP Teams



Advisory Committee (AC)

Dr. Gandi Pau (chair)

DE Manager

Mr. John Schwan

Communication Manager (CM)

Ms. Sarah Leute

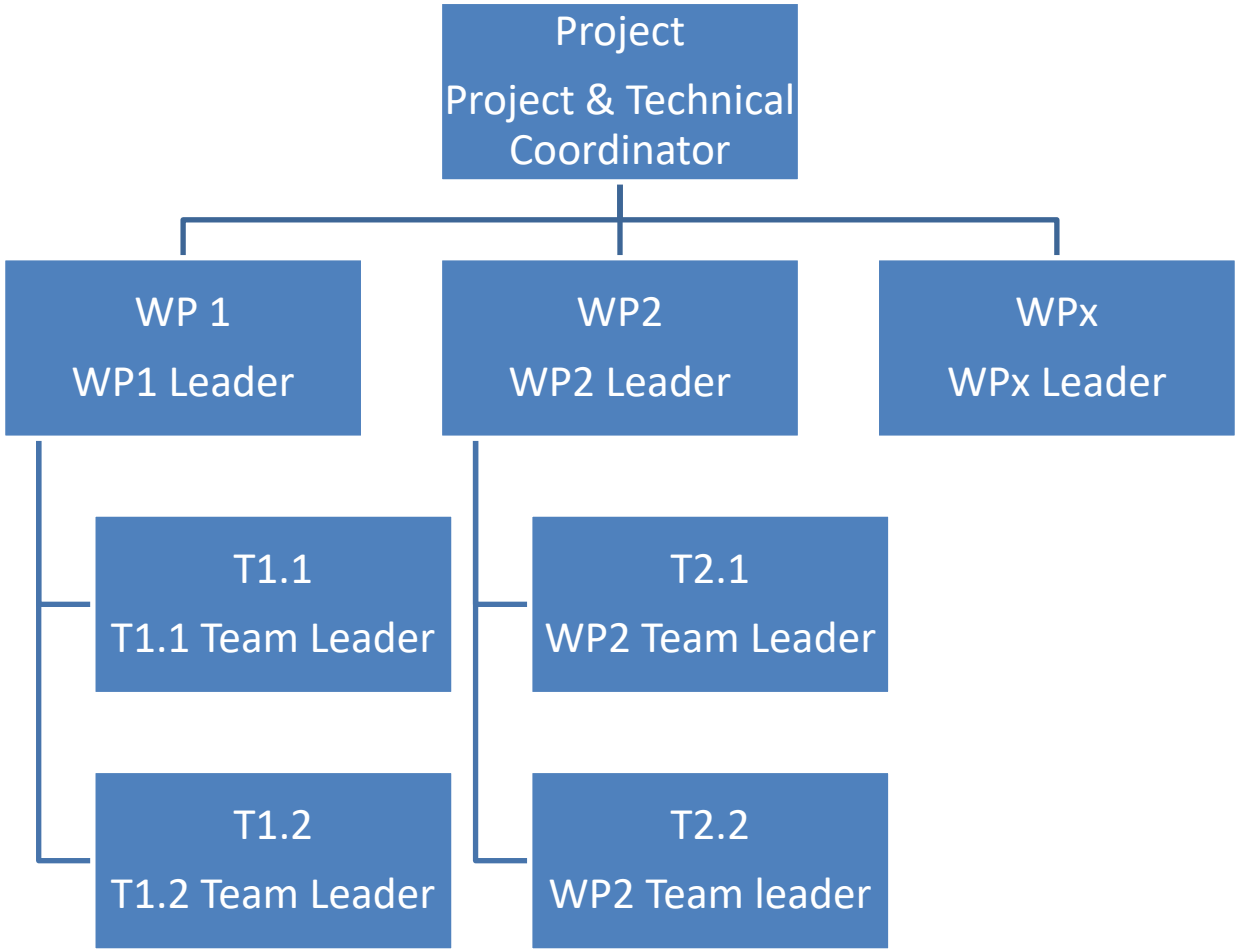
Ethics Manager (EM)

Mrs. Maria Jhann

ext. Quality Evaluator

Mr. Peter Floratos

Project Management Structure



Estimate resource requirements

One of the biggest reasons why projects run late is lack of resources when we need them. So

- We need to know **how** many people and **when** we will need and **well in advance**
- Gannt Chart the only way for this to check
  - how many full-time people per month/week
  - Which months/weeks are the most intensive ones from the person effort point of view
  - Which months/weeks are the most intensive from the no. of tasks point of view
- If some months/weeks too intensive, then
  - move the floating tasks forwards/backwards to periods that are not that intensive
  - Plan for more resources (more people)
  - Last option (last resort) to break/stop the critical path tasks for some months while busy with the floating tasks. The project now will get longer for those breaking months

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
	WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
WP1: User Needs Analysis	Partner 3	30	30	30	30	30																				150		5.11%
WP2: State of the Analysis and review of related solutions	Partner 4			35	35	35	35																			140		4.77%
WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540		18.39%
WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	120	120	120	120	120	120									960		32.69%
WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5														30	30	30	55	55	55						255		8.68%
WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3																			20	50	50	50	140	140	450		15.32%
Delivered Project																									◆			
WP7 Dissemination & Exploitation	Partner 1	10	10	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	250		8.51%
WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192		6.54%
TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		
No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6	6	13	13	7.7	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8			

Monitor Progress – use Gannt Chart

- Use Gannt chart as the main tool for monitoring progress
  - Convert months into actual months as soon as your project is granted and starts
  - Color in what you have done and
  - Make sure you keep-up with the today line (every month at a different point)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
1			Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23			
2		WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
3	WP1: User Needs Analysis	Partner 3	30	30	30	30	30																				150		5.11%
4	WP2: State of the Analysis and review of related solutions	Partner 4			35	35	35	35																			140		4.77%
5	WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540		18.39%
6	WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	TODAY	120	120	120	120	120									960		32.69%
7	WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5														30	30	30	55	55	55						255		8.68%
8	WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3																			20	50	50	50	140	140	450		15.32%
9	Delivered Project																												
10																													
11	WP7 Dissemination & Exploitation	Partner 1	10	10	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	250		8.51%
12																													
13	WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192		6.54%
14	TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		
15	Total person days planned to be consumed by end Nov 22- TODAY												1398																
16	No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6	6	13	13	7.667	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8			

Monitor Project Costs

- Use the Gannt chart for checking how much the project is **planned to cost**
- Update the Gannt chart for checking how much the project has **actually costed** up today and answer the following
  - Are we under budget, if so why?
  - Are we behind schedule, if so why?
  - Are we over budget, if so why?
  - Are we ahead, if so why?
- Then act accordingly

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA
1			Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	
2		WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total
3	WP1: User Needs Analysis	Partner 3	30	30	30	30	30																				150
4	WP2: State of the Analysis and review of related solutions	Partner 4			35	35	35	35																			140
5	WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540
6	WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	TODAY	120	120	120	120	120									960
7	WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5														30	30	30	55	55	55						255
8	WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3																			20	50	50	50	140	140	450
9	Delivered Project																										
10																											
11	WP7 Dissemination & Exploitation	Partner 1	10	10	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	250
12																											
13	WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192
14	TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937
15	Total person days planned to be consumed by end Nov 22- TODAY												1398														
16	No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6.0	6.0	12.7	12.7	7.7	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8	
17	Average planned cost per month (Assume 5000 EUR per month average person month)		13,333	13,333	25,833	23,056	48,056	39,722	30,000	30,000	63,333	63,333	38,333	38,333	38,333	46,667	46,667	46,667	20,278	20,278	25,833	18,889	18,889	18,889	43,889	43,889	
18	Accumulated planned personnel cost		13,333	26,667	52,500	75,556	123,611	163,333	193,333	223,333	286,667	350,000	388,333	426,667	465,000	511,667	558,333	605,000	625,278	645,556	671,389	690,278	709,167	728,056	771,944	815,833	
19	Add any other planned costs (Overheads, equipments, travel, subcontracting, other costs)		30000			35000			23000					35000				40000					34000			30000	
20	Total planned costs per month		43,333	13,333	25,833	58,056	48,056	39,722	53,000	30,000	63,333	63,333	38,333	73,333	38,333	46,667	46,667	86,667	20,278	20,278	25,833	18,889	52,889	18,889	43,889	73,889	
21	Total Accumulated planned costs		43,333	56,667	82,500	140,556	188,611	228,333	281,333	311,333	374,667	438,000	476,333	549,667	588,000	634,667	681,333	768,000	788,278	808,556	834,389	853,278	906,167	925,056	968,944	1,042,833	
22	Total person days actually consumed per month up today		48	48	93	83	173	143	108	18	18	18	18	0	0	0	0	0	0	0	0	0	0	0	0	0	
23	Actual total cost per month based on partners individual reporting on effort and costs		42070	12557	26840	59348	47456	38397	53017	6048	5458	4589	5027														
24	Accumulated total costs up today		42070	54627	81467	140815	188271	226668	279685	285733	291191	295780	300807														

Risk Management

Possible Risks

Possible Risks (for the successful implementation)

- Delay in the collection and analysis of the research/end-users data
- Low involvement of end-users and stakeholders during the implementation process
- Poor communication between partners and late detection of problems related to the technical implementation n of the project
- Poor dissemination & exploitation strategy and low level of achievement of expected impacts
- Low innovation capacity and not highly innovative project results.
- Conflict of interest within the consortium on background knowledge, IPRs, ownership of prototypes and future competition
- Ethical issues and challenges during project implementation
- Poor quality of deliverables or completion with delay
- Unbalanced (Low or over-expected) absorption of funds
- Withdrawal of a partner
- Withdrawal of coordinator

Risk Analysis & Action Plan

Risk description	Likelihood level (H/L)	Severance level (H/L)	Significance level (HH, HL, LH, LL)	Mitigation (Preventive) Measures	Contingency (Reactive) Measures

Table 3.1e: Critical risks for implementation #@RSK-MGT-RM@#

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition critical risk:
A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

Practical insights into maintaining compliance and collaboration throughout the project lifecycle.

Monitor Progress – Effective Project Meetings

Action before the Project Meeting

1. Plan the meeting
2. **Draft the Meeting Agenda** clearly indicating the main points to be discussed
3. Send out the **Meeting Agenda** in advance
4. Ensure the **attendance** of the required participants
5. Address **any logistical needs** and prepare documentation or hand-outs for the meeting
6. Specify and inform what **each partner** is expected to present at the project meeting

Project Meeting steps During & After

During the Execution of Project Meeting:

1. Ensure that someone is designated to take **the Minutes of Meeting (MoM**), including action points
2. Follow the related **Project Work Plan** from the **Grant Agreement** with the appropriate level of detail
3. Present the Risk Management, Issue Management and Project Change Management processes as
4. **Clarify/Discuss** the expectations of the Project Core Team/Technical Committee, the Workpackage/task leaders and participants
5. Revise/update the Risk Management Plan
6. If conflicts, follow the **conflict resolution** process and present the escalation procedure as part of the **Consortium Agreement**
7. Ensure that **everyone** leaves the **Meeting** with **crystal clear idea** on **what is expected** by him/her, the **resources** and the **partners to engage/collaborate** (Applicable for all meetings f2f or virtual)

After Executing Project Meeting:

- Send out the **Minutes of Meeting (MoM**) to the relevant stakeholders. The minutes should include
    1. a summary of project issues raised, risks identified, decisions taken and changes proposed.
    2. Note that the issues, risks, decisions and project changes should also be recorded in the relevant logs.

Congratulations!

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

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Thank you

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