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Webinar on Proposal preparation and Proposal template in Horizon Europe

Meeting starts at 10:00

Project: 101057279 – HNN3.0

1 December 2022
Online Training

www.healthncp.net

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Introduction to the RIA/IA proposal template

Sasha Hugentobler, Nicole Wyss |
Euresearch

Project: 101057279 – HNN3.0

1 December 2022
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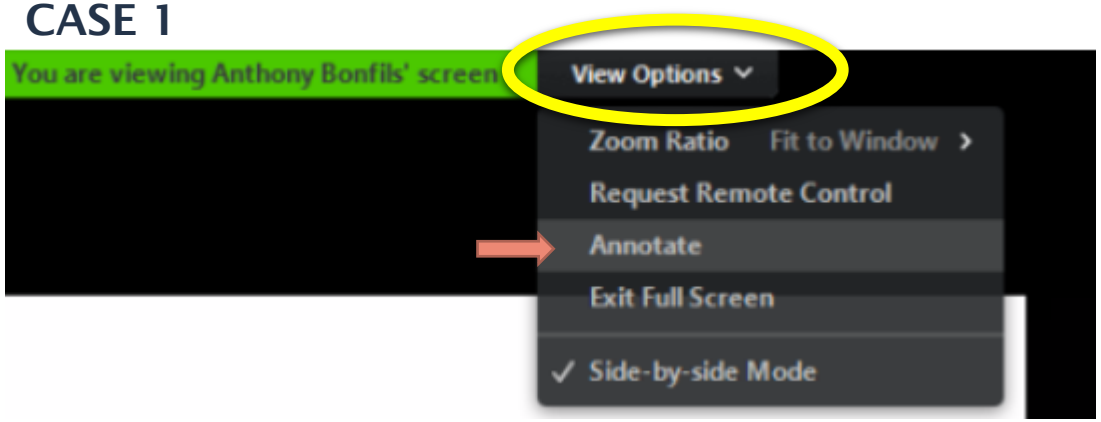
Objective of this training

Your proposal reviews

Proposal template

Share experiences

CASE 1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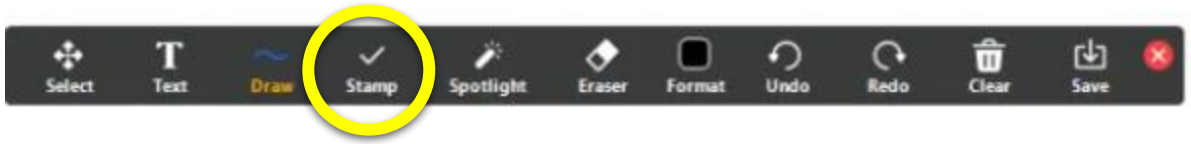
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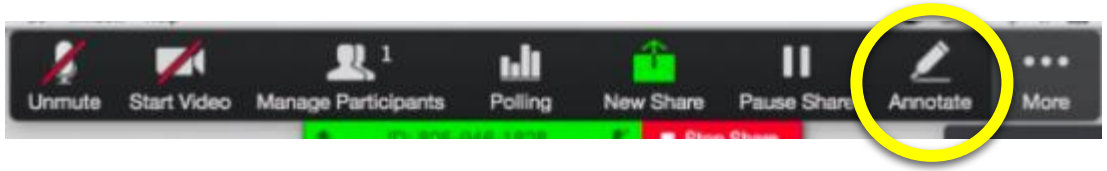
CASE 2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NORWEGIAN SEA
Denmark Strait
ARCTIC CIRCLE
ICELAND
Vatnajökull
REYKJAVIK
Faroe Islands (Denmark)
Suduroy
Shetland Islands (UK)
Orkney Islands
Isle of Lewis
Rockall
Hebrides
British Isles
SCOTLAND
UNITED KINGDOM
IRELAND
DUBLIN
Belfast
Edinburgh
Glasgow
Newcastle
Liverpool
Manchester
ENGLAND
WALES
LONDON
Cardiff
Cork
CELTIC SEA
English Channel
NORTH ATLANTIC OCEAN
Azores (Portugal)
NORTH SEA
Trondheimsfjorden
NORWAY
Bergen
OSLO
Stavanger
Skagerrak
Scandinavia
SWEDEN
STOCKHOLM
Göteborg
Gotland
Oland
Lapland
FINLAND
Lakes Region
HELSINKI
Gulf of Bothnia
Åland
Gulf of Finland
TALLINN
ESTONIA
RIGA
LATVIA
LITHUANIA
VILNIUS
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DENMARK
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Sicily
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Crete
PORTUGAL
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Porto
SPAIN
MADRID
Sierra Morena
Barcelona
Balearic Is.
Gulf of Lions
Strait of Gibraltar
MEDITERRANEAN SEA
ALGIERS
TUNIS
TUNISIA
ALGERIA
MOROCCO
RABAT
Casablanca
MALTA
VALLETTA
BLACK SEA
Sea of Azov
Crimea
Bosporus
Istanbul
ANKARA
TURKEY
Anatolia (Asia Minor)
CYPRUS
NICOSIA
SYRIA
LEBANON
BEIRUT
DAMASCUS
IRAQ
BAGHDAD
IRAN
TEHRAN
GEORGIA
TBILISI
ARMENIA
YEREVAN
AZERBAIJAN
BAKU
Caucasus
CASPIAN SEA
Caspian Depression
KAZAKHSTAN
Aral Sea
UZBEKISTAN
TURKMENISTAN
ASHGABAT
Kara-Kum
AFGH.
RUSSIAN FEDERATION
MOSCOW
St Petersburg
Lake Ladoga
Lake Onega
WHITE SEA
Kola Peninsula
Murmansk
Arkhangel'sk
Cape Kanin Nos
Chesha Bay
Volga
Dnieper
Ural Mountains
Yekaterinburg
Perm'
Kazan'
Samara
Volgograd
Astrakhan'
Rostov-na-Donu
Voronezh
Nizhniy Novgorod
EUROPE
0 km 350 700 1050 km
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NCPs of this Training

Caterina Buonocore

Sasha Hugentobler

Micol Nantiat

Bruno Mourenza

Nicole Wyss

Some Facts

Participants

Basic Rule

Evaluation Criteria

Participants in Horizon Europe

Beneficiary > with EU Funding

Legal entities based in:
- EU Member States
- Associated Countries
- Low and middle income Countries

- Countries specified in the Work Programme
- JRC, International European Interest Organisation (e.g. CERN), entities under Union law

Participant > **without** EU Funding

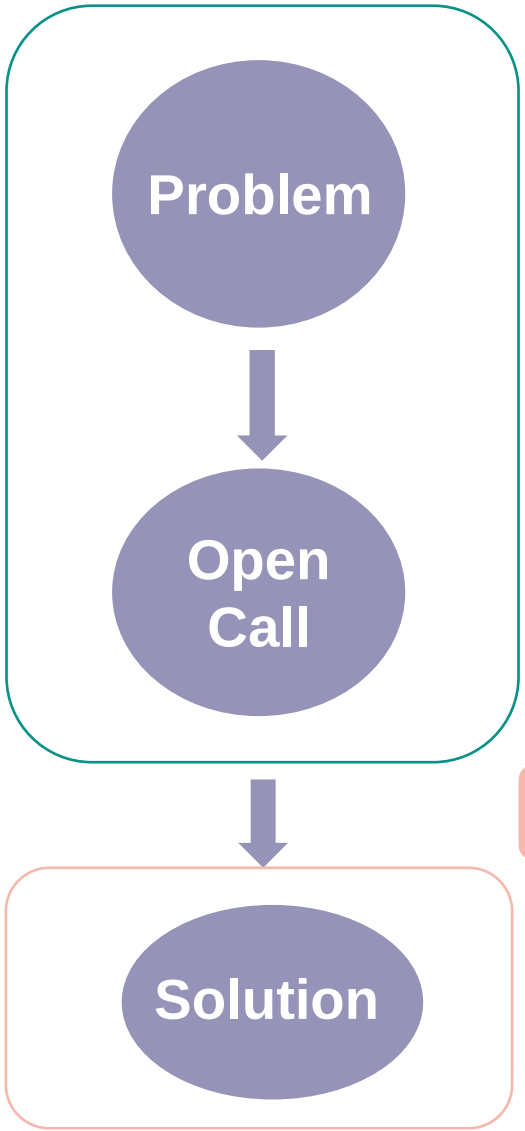
Legal entities:
- Based in third countries anywhere else in the world (e.g. Switzerland)
- International organisations (e.g. UN)

Funding possible **if**:
- the EC deems this participant **essential** for your project
- the country where the participant is established has a bilateral agreement with the EU

Almost everyone is eligible to participate - Not everyone is eligible to get EU funding

Basic Rules

EU commission



Scope
What the research should address

You & consortium

Pandemic preparedness and response: **Broad spectrum antiviral therapeutics** for infectious diseases with epidemic potential (3 – Tackling diseases and reducing disease burden)

HORIZON-HLTH-2023-DISEASE-03-04

Scope

- Preclinical work and proof-of-concept/first-in-human studies and early safety and efficacy trials

- Test new or improved anti-viral therapeutics

- Innovative delivery systems

- Consider critical social factors: sex, gender, age, socio-economic factors, ethnicity/migration, and disability

- Apply novel approaches (e.g. AI) for rapid and reliable identification of therapeutics. Engage regulatory bodies.

Expected Outcome

- Increased knowledge on viruses with epidemic potential

- Mechanisms of action for the development of broad-spectrum anti-viral therapeutics

- Scientific and clinical communities have access to novel approaches for the development of anti-viral therapies

- Access to experimental broad-spectrum anti-viral candidates for further clinical investigation

- Therapeutic options for clinical deployment in case of an epidemic or pandemic

Type of Action: RIA

Budget: € 7-8 million /project

Deadline: 13 Apr 2023

Total funded projects: 7

Evaluation Criteria (RIAs and IAs)

EXCELLENCE

- Clarity and pertinence of the **project's objectives**.
- Soundness of the proposed **methodology**.

IMPACT

- Credibility of the **pathways** to achieve the **expected outcomes and impacts** specified in the work programme.
- Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

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

Research Proposal Template

1. Excellence

1.1 Objectives and ambition *[e.g. 4 pages*]
1.2 Methodology *[e.g. 14 pages]*

2. Impact

2.1 Project's pathways towards impact *[e.g. 4 pages]*
2.2 Measures to maximise impact - Dissemination, exploitation and communication *[e.g. 5 pages]*
2.3 Summary

3. Quality and efficiency of the implementation

3.1 Work plan and resources *[e.g. 14 pages – including tables]*
3.2 Capacity of participants and consortium as a whole *[e.g. 3 pages]*

Proposal Template

- **Part A** is generated by the IT system, based on the information entered by the participants through the submission system in the Funding & Tenders Portal.
- **Part B** is the narrative part that includes three sections (**Excellence, Impact and Implementation**) that each correspond to an evaluation criterion.

- RIAs and IAs type of actions: 45 pages
- First stage proposals: 10 pages

Research and Innovation Actions

- **RIA** Establish new knowledge and/or explore the feasibility of a new or improved technology.
- **Funding Rate 100%**

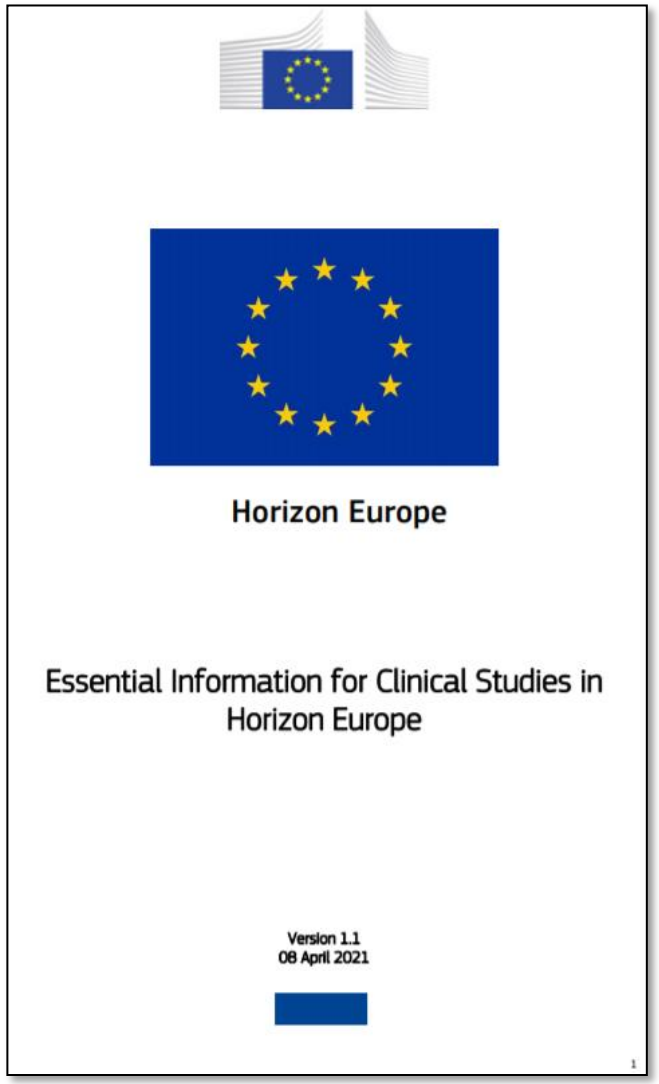
Innovation Actions

- **IA** Produce plans & arrangements or designs for new, altered or improved products, processes or services. When applicable to use TRL (Technology Readiness Levels), then IAs have more advanced TRLs, more R&I maturity.

- **Funding Rate** 70% and for public and non-profit organizations 100%.

Template Essential Information about Clinical Studies

Template for essential information to be provided for proposals including clinical trials/studies/investigations/cohorts.



Clinical Studies – Applicability/Definition

– A ‘clinical study’ … any clinical research involving a substantial amount of work related to the observation of, data collection from, or diagnostic or therapeutic intervention on multiple or individual patients or study subjects. It includes but is not limited to clinical studies and clinical trials in the sense of the EU Clinical Trials Directive (2001/20/EC) and the Regulation (EU 536/2014).

Essential Information for Clinical Studies

provide information for **each** clinical study foreseen in the proposal into **one** single document

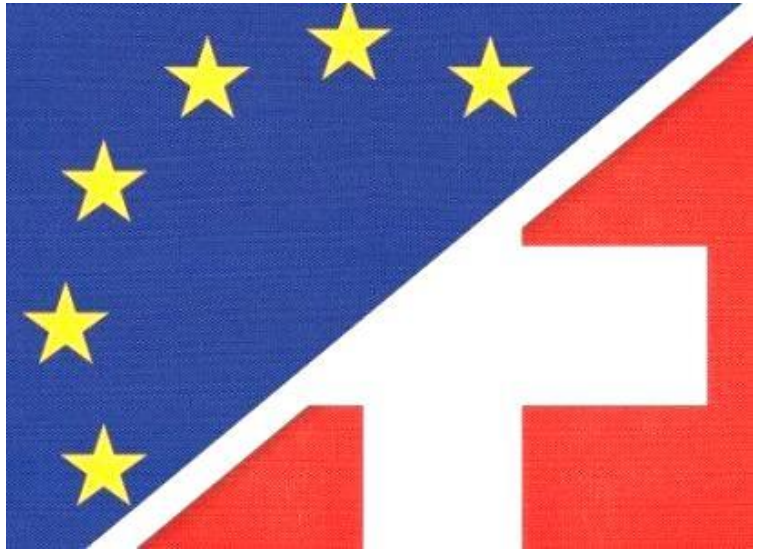
when information is currently **not** available, describe **source and collection** of the relevant input

address each section **briefly and concisely** despite no page limitations

provide a short explanation in case some sections **do not** apply to a study

Deliverables:
Description of the clinical study
Preparedness status
Operational feasibility

Participation of Countries not associated to Horizon Europe (e.g. Swiss Entities)



Regular updates from SERI

↳ www.horizon-europe.ch

Factsheet

Role as **"Associated Partners"**	Funding **via SERI** (not from the EC)
No signature of the EU Grant Agreement	**No** Coordination but **Work Package Lead possible**

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Sasha Hugentobler

Nicole Wyss

euresearch
Swiss guide to European research and innovation

Thank you

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Scientific and Technological Excellence

Sasha Hugentobler & Micol Nantiat |
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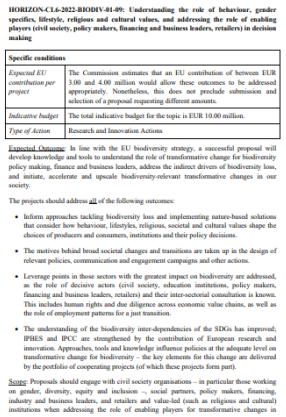
3 Main Rules for Proposal Check of Excellence Section

Fit to the topic requirements



HORIZON-CL6-2022-BIODIV-01-09: Understanding the role of behaviour, gender specifics, lifestyle, religious and cultural values, and addressing the role of enabling players (civil society, policy makers, financing and business leaders, retailers) in decision making

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 3.00 and 4.00 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 10.00 million.
Type of Action	Research and Innovation Actions

Expected Outcome: In line with the EU biodiversity strategy, a successful proposal will develop knowledge and tools to understand the role of transformative change for biodiversity policy making, finance and business leaders, address the indirect drivers of biodiversity loss, and initiate, accelerate and upscale biodiversity-relevant transformative changes in our society.

The projects should address all of the following outcomes:

- Inform approaches tackling biodiversity loss and implementing nature-based solutions that consider how behaviour, lifestyles, religious, societal and cultural values shape the choices of producers and consumers, institutions and their policy decisions.
- The motives behind broad societal changes and transitions are taken up in the design of relevant policies, communication and engagement campaigns and other actions.
- Leverage points in those sectors with the greatest impact on biodiversity are addressed, as the role of decisive actors (civil society, education institutions, policy makers, financing and business leaders, retailers) and their inter-sectorial consultation is known. This includes human rights and due diligence across economic value chains, as well as the role of employment patterns for a just transition.
- The understanding of the biodiversity inter-dependencies of the SDGs has improved; IPBES and IPCC are strengthened by the contribution of European research and innovation. Approaches, tools and knowledge influence policies at the adequate level on transformative change for biodiversity – the key elements for this change are delivered by the portfolio of cooperating projects (of which these projects form part).

Scope: Proposals should engage with civil society organisations – in particular those working on gender, diversity, equity and inclusion –, social partners, policy makers, financing, industry and business leaders, and retailers and value-led (such as religious and cultural) institutions when addressing the role of enabling players for transformative changes in

Follow the proposal template

Horizon Europe Programme

Standard Application Form (RIA, IA)

Application form (Part A)
Project proposal – Technical description (Part B)

Version 2.0
22 April 2021

Adress evaluation criteria

Application Form – Part B structure

1. EXCELLENCE	2. IMPACT	3. IMPLEMENTATION
What What is the project about?	Why Why should we do the project? What evidence do we collect and measure in the project to demonstrate the projects value?	How How to achieve the objectives?

Evaluation Criteria for Excellence (RIA/IA)

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

- Soundness of the proposed methodology, including the underlying concepts, models, assumptions, inter-disciplinary approaches

- appropriate consideration of the gender dimension in research and innovation content

- and the quality of open science practices including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

Score = 0 to 5

Key Aspects to check for the Excellence Section

Proposed project = within the **scope** of a work programme topic

Idea = **ambitious** and goes **beyond the state of the art**

Excellence sub-sections =

1.1 Objectives and Ambition
1.2 Methodology

Pandemic preparedness and response: **Broad spectrum antiviral therapeutics** for infectious diseases with epidemic potential (3 – Tackling diseases and reducing disease burden)

HORIZON-HLTH-2023-DISEASE-03-04

Scope

- Preclinical work and proof-of-concept/first-in-human studies and early safety and efficacy trials

- Test new or improved anti-viral therapeutics

- Innovative delivery systems

- Consider critical social factors: sex, gender, age, socio-economic factors, ethnicity/migration, and disability

- Apply novel approaches (e.g. AI) for rapid and reliable identification of therapeutics. Engage regulatory bodies.

Expected Outcome

- Increased knowledge on viruses with epidemic potential

- Mechanisms of action for the development of broad-spectrum anti-viral therapeutics

- Scientific and clinical communities have access to novel approaches for the development of anti-viral therapies

- Access to experimental broad-spectrum anti-viral candidates for further clinical investigation

- Therapeutic options for clinical deployment in case of an epidemic or pandemic

Type of Action: RIA

Budget: € 7-8 million /project

Deadline: 13 Apr 2023

Total funded projects: 7

Sub-sections in the Excellence Section

1.1

Objectives and Ambition *e.g. 4 pages*

- Objectives (relevant, measurable, verifiable, and achievable)
- Beyond state-of-the-art
- R&I maturity (TRL levels)
- Special Attention of IA-Innovation Action

1.2

Methodology *e.g. 15 pages*

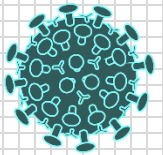
Pandemic preparedness and response: **Broad spectrum antiviral therapeutics** for infectious diseases with epidemic potential (3 – Tackling diseases and reducing disease burden)

HORIZON-HLTH-2023-DISEASE-03-04

Scope

- Preclinical work and proof-of-concept/first-in-human studies and early safety and efficacy trials
- Test new or improved anti-viral therapeutics
- Innovative delivery systems
- Consider critical social factors such as sex, gender, age, socio-economic factors, ethnicity/migration, and disability
- Apply novel approaches (e.g. AI) for rapid and reliable identification of therapeutics.
- Engagement with regulatory bodies

Objectives of Proposal VIRALSTOP



- Testing and further develop 2 anti-viral therapeutic in the lab of partner x
- First clinical study of the therapeutic in x and y hospitals of xy partners on xy patients
- Development of one new delivery system at uni xy in the lab
- Regulatory and ethical regulations regarding 3 vulnerable patient groups by 2 partners and patient organization z and y
- Development of one new algorithm for machine learning, AI and test its efficacy of detecting new candidates for anti-viral therapeutics (incl. new AI template requirements!!)

Sub-sections in the Excellence Section

1.1

Objectives and Ambition *e.g. 4 pages*

Check structure – clear, logical
Detail – enough to convince reviewers

1.2

Methodology *e.g. 15 pages*

- Methodology (concepts, models, specific methods). Publications and Patents as Footnote.
- Links to other national and international R&I activities
- Interdisciplinary approach
- Integration of SSH
- Gender dimension
- Open science practices
- Research data management (FAIR principle)

State of the Art: Going Beyond

Purpose: explaining how the expected outcomes of the project go beyond current innovations and scientific and/or technical quality.

- Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models. Where relevant, illustrate the advance by referring to products and services already available on the market. Refer to any patent or publication search carried out.

screen **existing project** landscape
e.g. cordis database

examine **existing scientific literature**

search in **patent databases**
e.g. European patent database

Open Science

early and open sharing of research

e.g. through preregistration, registered reports, pre-prints, or crowd-sourcing

OA to research outputs through deposition in trusted repositories

e.g. publications, data, software, models, algorithms, and workflows

research output management including research data management

participation in **open peer-review**

measures to ensure **reproducibility** of research outputs

involving all relevant knowledge actors in the co-creation of R&I agendas and contents

Open Access

MANDATORY: Open Access of peer-reviewed scientific publications relating to their results.
Publication fees are **reimbursable** only if publishing venue is full open access.

ARTICLES

Deposition in a trusted repository at the latest upon publication

License:
CC BY or equivalent
CC BY-NC/CC BY-ND are allowed for long-text formats

VALIDATION

Information via the repository about any research output / tools / instruments needed to validate the conclusions of the scientific publication

METADATA

Open Access in line with the FAIR principles, providing information about the licensing terms and persistent identifiers

License:
CC 0 or equivalent

Research Data Management

Responsible management of the digital research data generated in the project, in line with the FAIR principles.

Data Management Plan

regularly updated for generated and/or collected data

submitted by month 6 of project

in proposal or latest by Grant Agreement signature in cases of Public Emergency

EC Template available!

DEPOSIT

asap and according to the DMP

as open as possible as closed as necessary

in a trusted repository (EOSC if required in the call conditions)

License:
CC BY
CC 0 or equivalent (also metadata)

DATA REUSE

provide information via the repository about any research output/tools/instruments needed to re-use or validate the data

Do No Significant Harm Principle (DNSH)

In line with the European Green Deal objectives, the research and innovation activities should not do significant harm to any of the six environmental objectives (EU Taxonomy Regulation)

- Climate change mitigation
- Climate change adaptation
- Sustainable use & protection of water & marine resources
- Transition to a circular economy
- Pollution prevention & control
- Protection and restoration of biodiversity & ecosystems

The DNSH principle needs to be taken into consideration in the scientific methodology and impact of the project.

Gender Dimension in Research & Innovation

MANDATORY: explaining how the gender dimension relates to the content of the planned research and innovation activities - **not** to gender balance in the team carrying out the project.

- Describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project's research and innovation content *[e.g. 1 page]. If* you do not consider such a gender dimension to be relevant in your project, please provide a justification._

SEX

biological characteristics distinguish between male, female, and intersex

GENDER

socio-cultural norms, identities and relations defining *feminine & masculine*

INTERSECTIONAL FACTORS

e.g. racial or ethnic origin, age, socioeconomic status, sexual orientation, or disability

Gender Dimension in Research & Innovation

COMMON MISTAKES

- using gender stereotypes
- sex/gender taken as BINARY categories
- not considering other categories of possible influence (intersectionality)
- assigning differences automatically to sex (taking sex for gender)
- over accentuation of sex and/or gender differences without having proof of their role in the researched topic
- overlooking proofs of minimal or no differences (sex and/or gender)

DOs & DON'Ts

Check that the objectives are quantifiable

Check hat all topic requirements are addresses

Check that the proposal goes byond the state of the art with the partners in the consortium

Check that all new AI requirements are met

Check that partners represent eg patient groups, end users and how they are involved in the methodology section

Don't have too many objectives

Don't have objectives that are not relevant regarding the topic requierement

Don't omit reference to relevant publications, patents and collaborations

Don't be vague regarding patient numbers and categories

Feedback from Evaluations Excellence Section

Evaluation Summary Reports (ESR)

Not sufficiently detailed information on number of data sets and patients for some of the clinical sites.

Co-creation and involvement of vulnerable groups is described with limited details

Use of AI is not sufficiently addressed.

The strategy for patient engagement is not sufficiently clear.

Now Your Input!

Not sufficiently detailed information on number of data sets and patients for some of the clinical sites.

Co-creation and involvement of vulnerable groups is described with limited details

Use of AI is not sufficiently addressed.

The strategy for patient engagement is not sufficiently clear.

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euresearch
Swiss guide to European research and innovation

Thank you

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Impact

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Project: 101057279 — HNN3.0

1 December 2022
Online Training

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Application Form – Part B Structure

1. EXCELLENCE	2. IMPACT	3. IMPLEMENTATION
What What is the project about?	Why Why should we do the project? What evidence do we collect and measure in the project to demonstrate the projects value?	How How to achieve the objectives?

Evaluation Criteria for Impact (RIA/IA)

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

Score = 0 to 5

Section 2: Impact (3 sub-chapters)

1. Project's pathways towards impact

2. Measures to maximise impact - Dissemination, exploitation and communication

3. Summary

2.1 Project's pathways towards impact *[e.g. 4 pages]*

→ Describe the contribution of your project results

(1) outcomes specified in this topic, and

(2)the wider impacts, in the longer term, specified in the respective destinations in the work programme.

→ Requirements and potential barriers

→ Proposals must indicate the likely scale and significance of the project's contribution to outcomes and impacts

Scale refers to how widespread the outcomes and impacts are likely to be.
Significance refers to the importance, or value, of those benefits.

Check out nice trainings on this:
https://www.ucd.ie/impacttoolkit/
https://umcgresearch.org/-/impact-umcg

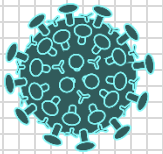
Pandemic preparedness and response: **Broad spectrum antiviral therapeutics** for infectious diseases with epidemic potential (3 – Tackling diseases and reducing disease burden)

HORIZON-HLTH-2023-DISEASE-03-04

Expected Outcome

- Increased knowledge on viruses with epidemic potential
- Mechanisms of action for the development of broad-spectrum anti-viral therapeutics
- Scientific and clinical communities have access to novel approaches for the development of anti-viral therapies
- Access to experimental broad-spectrum anti-viral candidates for further clinical investigation
- Therapeutic options for clinical deployment in case of an epidemic or pandemic

Outcome of the project VIRALSTOP



Proposal

- X numbers of scientific & medical publications by all partners
- A new methodology of…. Developed by partners xy
- Trainings for medical staff on new therapies in x hospitals in y countries reaching z patients by partners xy
- The project will have found at least 2 anti-viral candidates by partners xy
- X new therapies tested in the clinical setting

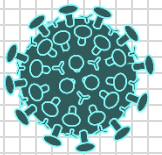
Pandemic preparedness and response: **Broad spectrum antiviral therapeutics** for infectious diseases with epidemic potential (3 – Tackling diseases and reducing disease burden)

HORIZON-HLTH-2023-DISEASE-03-04

Expected Outcome

- Increased knowledge on viruses with epidemic potential
- Mechanisms of action for the development of broad-spectrum anti-viral therapeutics
- Scientific and clinical communities have access to novel approaches for the development of anti-viral therapies
- Access to experimental broad-spectrum anti-viral candidates for further clinical investigation
- Therapeutic options for clinical deployment in case of an epidemic or pandemic

Scale & Significance of the project VIRALSTOP



The scale:

of increased knowledge and a new therapeutic is Europe wide and global in an epidemic (example Covid)

The significance:

Improve Health and Wellbeing
Saves lives in all countries
Reduces hospital burden in all countries
Reduces stress on medical staff
Hampers the burden on the health systems
Less effect on the economy, create economic prosperity
Contribute to welfare of communities
Support Sustainable Development Goals

2.2 Measures to maximise impact - Dissemination, exploitation and communication *[e.g. 4 pages]*

- → A first version of 'plan for the dissemination and exploitation including communication activities
- → Target groups
- → If exploitation is expected primarily in non-associated third countries, justify by explaining how that exploitation is still in the Union's interest.
- → Strategy for the management of intellectual property and exploitation

Address target groups. How do you engage with target groups? How do you measure their engagement?

Plan for the dissemination and exploitation including communication activities. A plan is a strategy, meaning provide a table with info to whom, with which method you provide what and how much of it

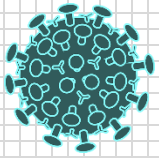
Pandemic preparedness and response: **Broad spectrum antiviral therapeutics** for infectious diseases with epidemic potential (3 – Tackling diseases and reducing disease burden)

HORIZON-HLTH-2023-DISEASE-03-04

Outcome of the project

- X numbers of scientific & medical publications by all partners
- A new methodology of…. Developed by partners xy
- Trainings for medical staff on new therapies in x hospitals in y countries reaching z patients by partners xy
- The project will have found at least 2 anti-viral candidates by partners xy
- X new therapies tested in the clinical setting

Target Groups VIRALSTOP
show how you engage with



Scientist and clinicians in country y and x

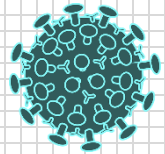
Companies in the medical sector

Medical staff in the hospitals y, x, z

Regulators in the countries a, b, c

Clinical study patient groups of size x in hospitals a and b

Plan for the dissemination and exploitation including communication activities of **VIRALSTOP**



What to be disseminated and exploited	To whom	How is the method	Barriers	By whom	How much/achievements	How well
Product 1: a new broad spectrum anti viral candidate	Pharma companies, medical staff	New compound	Regulations; Safety, efficacy	Partner x biochemist	Number of new compounds	Number of viruses targeted by compound x% increase efficacy
Service 1: Clinical Training	Medical staff,Scientists	Software or Platform	Resources, therefore eg. online	Partner y, software developer together with partner z, clinician	Number of downloads/ clicks	% of work force trained

2.2 Measures to maximise impact - Dissemination, exploitation and communication *[e.g. 4 pages]*

- → A first version of 'plan for the dissemination and exploitation including communication activities
- → Target groups
- → If exploitation is expected primarily in non-associated third countries, justify by explaining how that exploitation is still in the Union's interest.
- → Strategy for the management of intellectual property and exploitation

Intellectual Property Rights and IP Management

Strategically consider and negotiate IPRs and IP Mgmt with your partners at the proposal stage!

How shall **results** be made **accessible** to a broader (scientific) public?

What is the **commercialization potential** of your project's results?

Which **exploitation channels** seem appropriate, and what are the most suitable forms of **IP protection**?

Addressing IP in Your Proposal

TYPE OF IPRs

Patent	Utility Model
Design	Trademark
Copyright*	Trade Secret*

* No formalities or registration

- **comprehensive and feasible** strategy for the management of the IP generated in the project
- IP strategy **underpinning** the 'credibility' of the pathways
- '**freedom to operate**' for background IP
- **balance** between publication of results and IP protection
- **additional** exploitation obligations in relation to IP
- clear identification of **who** owns which IP (**Results Ownership List** mandatory at the end of the project)

Addressing IP in Your Proposal

TYPE OF IPRs

Patent	Utility Model
Design	Trademark
Copyright*	Trade Secret*

* No formalities or registration

ACCESS RIGHTS

- **Free** during the project
- **Fair conditions** after the project

BACKGROUND IP

IP and know-how of each partner **prior** to the project

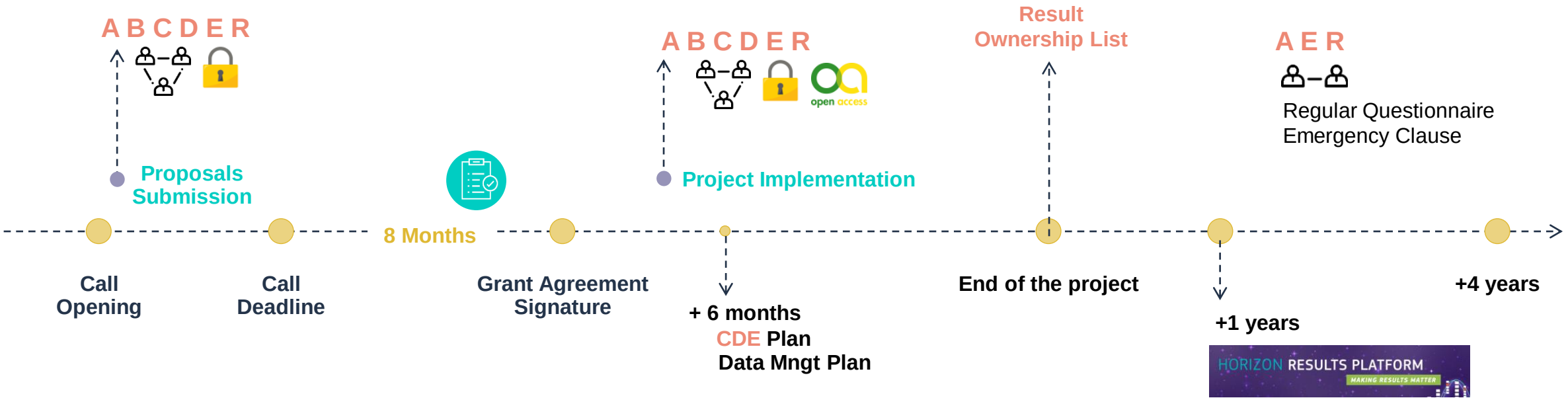
Communication
Dissemination
Exploitation

RESULTS

IP and know-how developed **during** the project (Results Ownership List)

Your IP Timeline

A: access rights
B: background IP
C: communication
D: dissemination
E: exploitation
R: results



2.3 Summary

→ Canvas

Specific needs, expected results, D & E & C measures, target groups, outcomes, impacts

Provide a summary of this section by presenting a canvas with KIP- Key Impact Pathways.
The canvas breaks the impact down into its component parts.

2.3 Summary

Provide a summary of this section by presenting in the canvas below the key elements of your project impact pathway and of the measures to maximise its impact.

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
What are the specific needs that triggered this project? Example 1 Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers. Example 2 Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.	What do you expect to generate by the end of the project? Example 1 **Successful large-scale demonstrator:** **Successful large-scale demonstrator:** Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management. **Algorithmic model:** Novel algorithmic model for proactive airport passenger flow management. Example 2 Publication of a **scientific discovery on transparent electronics.** **New product:** More sustainable electronic circuits. **Three PhD students trained.**	What dissemination, exploitation and communication measures will you apply to the results? Example 1 **Exploitation:** Patenting the algorithmic model. **Dissemination towards the scientific community and airports**: Scientific publication with the results of the large-scale demonstration. **Communication towards citizens:** An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives. Example 2 **Exploitation of the new product:** Patenting the new product; Licencing to major electronic companies. **Dissemination towards the scientific community and industry:** Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.

Provide a summary of this section by presenting in the canvas below the key elements of your project impact pathway and of the measures to maximise its impact.

Specific Needs

A therapeutic against new viruses

Expected Results

A new broad therapeutic also for vulnerable groups
A new compound

D & E & C Measures

- **Exploitation**: a new compound
- **Dissemination**: Scientific and medical publications with the methodology for the new compound and therapy
- **Communication**: A campaign to the citizens of the safety and efficacy of the new therapy

Target Groups

The patients in the x hospitals of the consortium
Infected citizens
Medical Companies

Outcomes

The patients of the x hospitals can benefit from the new therapy
A major biotech company or pharma exploits the new compound
High use of the scientific and medical discovery publications

Impacts

- **Scientific**: new mode of action of a therapeutic candidate. New compounds found. Increased efficacy.
- **Economic**: a % reduction of patients with severe conditions, reduces costs of health system, hospital, work force
- **Societal**: less death, more stable economy. Provide QALY (Quality Adjusted Life Year)

DOs & DON'Ts

Be as concise and precise as possible

Address impact short term (duration of project) and long term (10 years from now)

Explain well where the impact is on EU level must be clear how results will be made available outside of countries where partners are located

Write an excellent CANVAS

- Don't define impact in qualitative terms only

- Don't have an insufficient exploitation strategy

- Don't omit explaining the means of delivery of end results to users

- Don't be vague regarding targeted stakeholders

Feedback from Evaluations Impact Section

Evaluation Summary Reports (ESR)

Insufficient details about objectives related to communication activities

The exploitation of the produced software is not enough detailed

Plan how to reach acceptance for this approach is missing

Not enough measurable indicators to monitor progress

Now Your Input!

Insufficient details about objectives related to communication activities

The exploitation of the produced software is not enough detailed

Plan how to reach acceptance for this approach is missing

Not enough measurable indicators to monitor progress

HNN 3.0
HEALTH-NCP-NET

Sasha Hugentobler

Micol Nantiat

euresearch
Swiss guide to European research and innovation

Thank you

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Quality of the Implementation

(and Dos and Donts from ESR)

Bruno Mourenza | APRE

Project: 101057279 — HNN3.0

1st December
Online Training

www.healthncp.net

Application Form – Part B structure

1. EXCELLENCE	2. IMPACT	3. IMPLEMENTATION
What What is the project about?	Why Why should we do the project? What evidence do we collect and measure in the project to demonstrate the projects value?	How How to achieve the objectives?

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Proposal Template Part B

1. Excellence

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

1.2 Methodology *[e.g. 15 pages]*

2. Impact

2.1 Project's pathways towards impact [e.g. 4 pages]

2.2 Measures to maximise impact - Dissemination, exploitation and comm. [e.g. 5 pages]

2.3 Summary [table]

3. Quality and efficiency of the implementation

3.1 Work plan and resources [e.g. 14 pages – including tables]

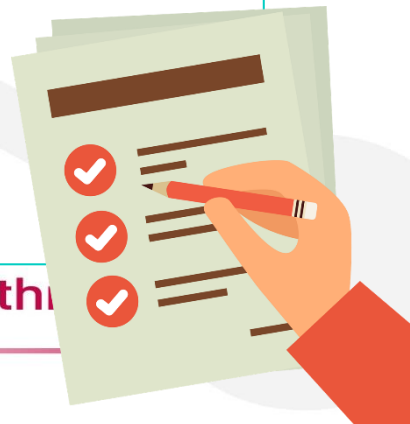
3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]

Evaluation Criteria for Excellence (RIA/IA)

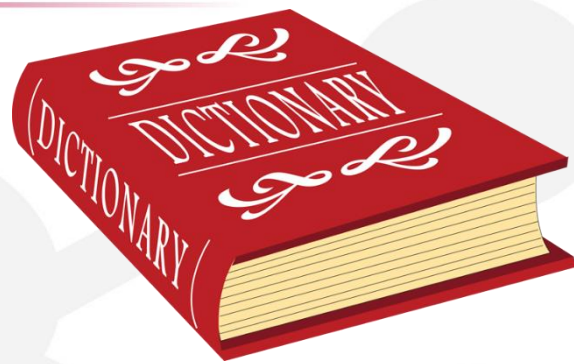
– Quality and effectiveness of the **work plan**, assessment of risks, and appropriateness of the **effort** assigned to work packages, and the resources overall.

– Capacity and role of each **participant**, and extent to which the **consortium** as a whole brings together the necessary expertise.

Score = 0 to 5



"IMPLEMENTATION" Glossary



WORK PACKAGE a **major sub-division** of the proposed project

TASK **core activities** in which a Work Package is divided

DELIVERABLE a **distinct output of the project**, **meaningful** in terms of the project's overall objectives and constituted by a **report**, a **document**, a **technical diagram**, a **software** etc;

MILESTONES means **control points** in the project that help to chart progress - **completion of a key deliverable**, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A **milestone may be a critical decision point** in the project where, for example, the consortium must decide which of several technologies to adopt for further development

CRITICAL RISK **plausible event or issue that could have a high adverse impact** on the ability of the project to achieve its objectives**. Likelyhood:** estimated probability that the risk will materialise even after taking account of the mitigating measures put in place. **Severity**: The relative seriousness of the risk and the significance of its effect.

3.1 Work plan and resources *[e.g. 14 pages – including tables]*

No more "governance structure"

- ✓ brief presentation of the **overall structure** of the work plan;
- ✓ timing of the different work packages and their components (**Gantt chart** or similar);
- ✓ graphical presentation of the components showing how they **inter-relate** (**Pert chart** or similar).
- ✓ **detailed work description**, i.e list of:
  - ➢ **work packages** (table 3.1a); and their **description** (table 3.1b);
    - ❖ WP Management is recommended (technically not mandatory); here you may describe the main elements of your structure, do be developed in details in the CA. Management is not evaluated at proposal level.
    - ❖ Ethics: you can include it if needed, however – following the ethic review at GAP phase – a new WP can be added by the PO (you can negotiate to merge the two ethics WPs)
  - ➢ **deliverables** (table 3.1c);
  - ➢ **milestones** (table 3.1d);
  - ➢ **critical risks**, relating to project implementation, (table 3.1e).
- ✓ **number of person months** required (table 3.1f)
- ✓ description and justification of **subcontracting** costs for each participant (table 3.1g)
- ✓ justifications for '**purchase costs**' (table 3.1h); for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A);

Example

3.1 Work plan and resources

3.1.1 Overall structure of the work plan

XYX main goal is to introduce a novel PDSS tool by developing its individual system components, integrating them into the final system, and performing a clinical and technological assessment. The project defines a working plan based on the integration between IT, advanced mathematics and statistics, graphics applied to IT solutions, and clinical and translational research, with the final aim to obtain a tool that can apply for certification and commercialization as medical devices. The working plan will be developed as follow:

Development of the decision support tools for patients and physicians.

1. **Data Capturing**: collection and analysis of clinical, biological, and multi-OMICS data through a retrospective and a prospective multicenter clinical study (**WP3**). QoL and Psychological measurements will be conducted in the prospective study phase to evaluate psychological impact of the users (**WP4**).
2. **Knowledge extraction, learning and reasoning**: integration of all collected data for patient-specific tumours characterization. Creation of a predictive models' library and reasoning techniques for the prediction of response to IO in NSCLC patients (**WP5, WP6**);
3. **XAI:** development of user-engaging visual data representations and interaction tools to support patients and physicians decisions (**WP4**, **WP7**);
4. **Construction of the Platform** to integrate the patients' data and the tools developed to provide information in an accessible way (**WP8**).

Impact assessment and qualification for the market.

5. **Impact assessment**: overall assessment of the scientific, clinical, and socio-economic value and impacts of the tools developed in the project (**WP8** and **WP9**).
6. **Market analysis and definition of business plans,** preparing the CE certifications, set-up of the qualification for medical devices, preparation of exploitation plans and commercial agreements (**WP10**).

Evaluation and monitoring of ethical, privacy and security aspects will be continuous (**WP2**). A constant coordination effort (**WP1**) will grant the achievement of the XYX goals, communicated and disseminated through the whole length of the project to general public and relevant stakeholders (**WP10**).

Although it takes some time to write it, the **work plan should come almost last in your proposal preparation**.

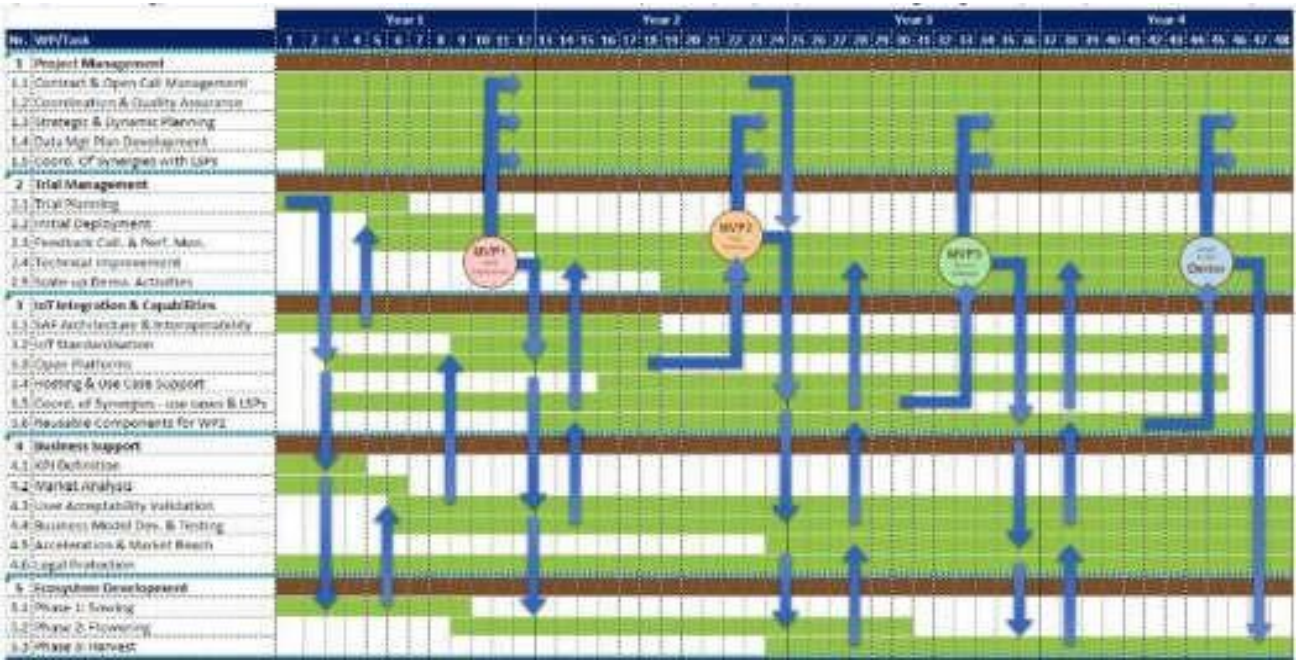
This is because you should carefully **design first your project objectives, concept and methodology, and** even most of your **impact** section before diving into the details of how you implement your project.

Do not do the reverse, that is to start with the WPs and then defining your objectives and concept. This will cause **you to fail at defining objectives and the concept properly**.

- Brief presentation of the **overall structure of the work plan.** E.g:
  - **PERT** (Project Evaluation and Review Technique) Chart
  - **GANTT** Chart

Links among each WP (or a combination of WP) to the relevant objective(s) and/or any main conceptual/methodological aspect(s). The links can be one-to-one, one-to-many, many-to-one, or many-to-many, as needed. This table or illustration should be **accompanied by text that will clearly explain all the links**.

To identify **dependencies between tasks**, assign resources for each task, identify **task start and end dates**, and work out the **overall project duration**.



Example

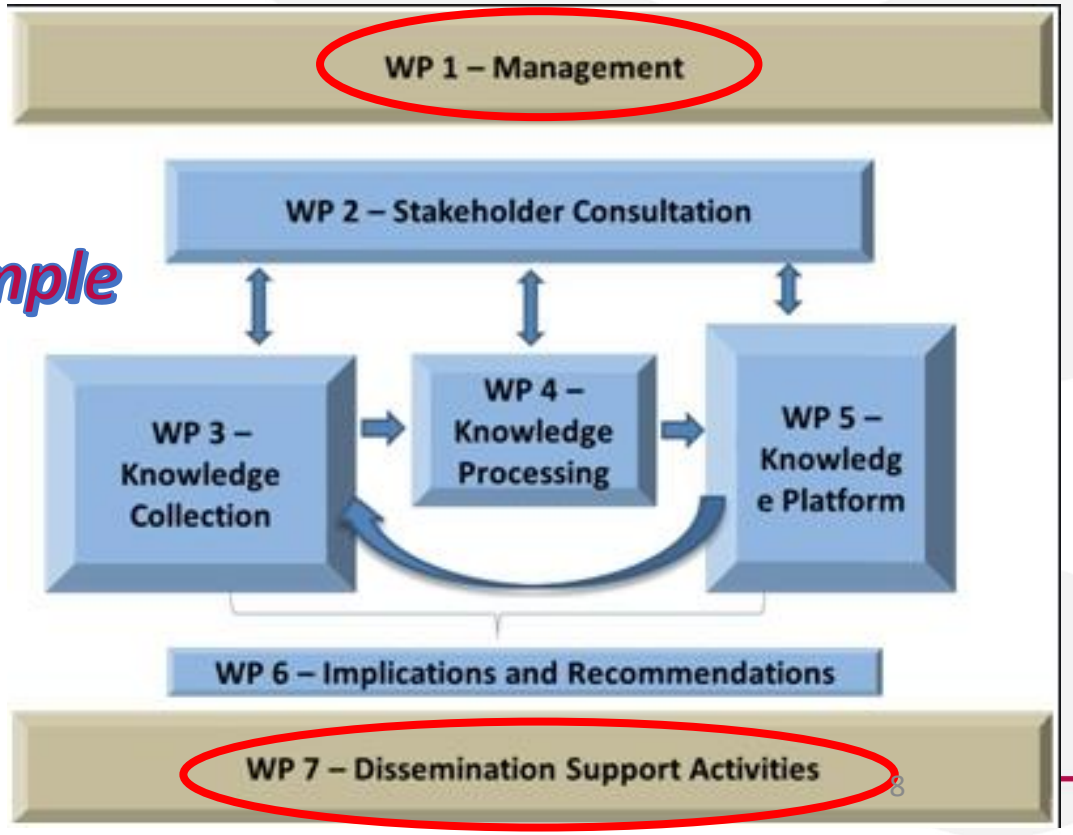
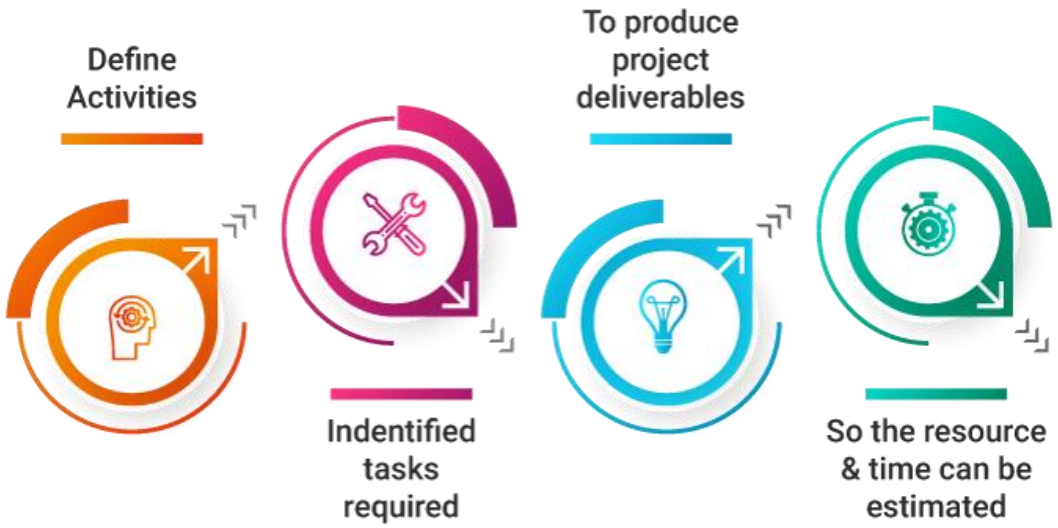


Table 3.1b – WP Description

- On average **1-2 page(s) per WP**
- Keep **number of WPs** reasonable (between 4 and 8)
- Synthetic description of **Objectives (2-3 lines)**
- No more than **6-7 tasks per WP**
- **Around 2-3 deliverable per WP**
- At least 1-2 **Milestone per WP**
- Consider to have a "**Ethics**" WP
- **"Comm&Diss" can be split from "Expl."** (if needed)



For each work package:

Work package number	
Work package title	

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants. Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

Table 3.1c – List of Deliverables

R: Document, report (excluding the periodic and final reports)
DEM: Demonstrator, pilot, prototype, plan designs
DEC: Websites, patents filing, press & media actions, videos, etc.
DATA: Data sets, microdata, etc.
DMP: Data Management Plan
ETHICS: Deliverables related to ethics issues.
SECURITY: Deliverables related to security issues
OTHER: Software, technical diagram, algorithms, models, etc..

PU - Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)
SEN - Sensitive, limited under the conditions of the Grant Agreement
Classified R-UE/EU-R - EU RESTRICTED under the Commission Decision No2015/444
Classified C-UE/EU-C - EU CONFIDENTIAL under the Commission Decision No2015/444
Classified S-UE/EU-S - EU SECRET under the Commission Decision No2015/444

Example

Sort per delivery date

Deliverable name	WP #	Lead partner	Type	Diss. level	Delivery date
In-depth Ethical and Legal Study	WP2	1	R	CO	M36
Recommendation and Evaluation Report	WP2	4	R	PU	M60
Clinical Database	WP3	6	OTH	CO	M12,M24,M40,M54
Tissue Immune Profiling Database	WP3	2	OTH	CO	M24, M40
Genomics and Transcriptomics Database	WP3	5	OTH	CO	M24, M40
Metabolomic Profiling	WP3	...	OTH	CO	M24, M40
Circulating Biomarker Database	WP3		OTH	CO	M24, M40

They become official contractual obligations under the grant agreement.

- Deliverables must be **defined carefully** and you must **provide a sufficient number** of them in order to reassure evaluators on the seriousness of the project.
- It is generally considered good practice to have **at least 1 deliverable per task** (in most cases ***at the end of the task***) to assess the quality of its achievements and justify the funding.
- For **long tasks** (more than 18 months), an **intermediary deliverable** can be useful.

Table 3.1d - List of Milestones

#	Milestone name	Related WPs	Delivery date	Means of verification
1	Set-up of the clinical study and related ethical issues	WP1, WP2, WP4, WP8, WP10	M3	Management operational, clinical study, ethical, and legal inventory organization in place. QoL app. Storage database. D1.1, D2.1, D4.2, D8.1, D8.5, D10.2, D10.3.
2	Technical and functional framework implemented	WP1, WP2, WP3, WP5, WP8, WP9, WP10	M12	Data structure for the defined architecture. Ethical aspects addressed, data acquisition system populated. Budget model and dissemination plan. D1.2, D1.3, D2.1, D3.1,

Example

Show **how you will confirm that the milestone has been attained**. Refer to indicators if appropriate.

- **WHAT?:** Milestones are **control points** for the project.
- **WHY?:** At any given moment in the project, you can **check whether you are ahead or behind schedule** against the milestones plan of the proposal. If you are behind schedule, **appropriate measures** should be taken to remedy the situation.
- **WHEN?:** They should generally be placed **at the end of important work packages or tasks**.
- **HOW MANY?:** Overall, it is a good practice to have **at least 1-2 milestones per year**.
- **HOW?:** Try and **link milestones to one (or more) of the existing deliverables**. In doing so, you will provide means of verification to the milestones and avoid writing yet another document. Doing that will surely **save you time and work** during the project execution.

Table 3.1e - Critical Risks

Risk management is the process of **identifying in advance**, **evaluating the probability and severity** and **controlling risks by implementing mitigation measures**.

Description of risks. ***Likelihood / Severity***	**WPs**	**Proposed risk-mitigation measures**
10. Retrospective data are still dishomogeneous after the first part of the project (month 12) - **High/high**	WP5 -7	The model trained in this context does not require the availability of the whole dataset to be trained. One might start with the use of different data to one at a time, processing them as a whole as soon as the process of merging is completed.
11. Not enough data to get meaningful results using classical data-driven approaches - Probability: **Medium/Medium**	WP5 -7	We will use techniques to reduce the complexity of the model to still be able to work even in the case of paucity of data, integrate physician expertise in the models, and/or resort to jackknife or adjustment techniques.

Example

Contingency Plans

Generally, the risks that can occur in a project are related with:

- ✓ *Scheduling*
- ✓ *Unclear roles and responsibilities*
- ✓ *Financing*
- ✓ *Use of resources*
- ✓ *Technology*
- ✓ *Deliverable quality*
- ✓ *Partner commitment*
- ✓ *Unclear goals*
- ✓ *Customer or user*
- ✓ *Supplier or subcontractor*
- ✓ *Decision making*
- ✓ *Communication and transfer of information*
- ✓ *Regulations*

Table 3.1f – Person months

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
ParticipantNumber/ Short Name				
Participant Number/ Short Name				
Total Person Months				

Table 3.1g – Subcontracting

Generally core tasks of the project should not be sub-contracted

Participant Number/Short Name		
	Cost (€)	Description of tasks and justification
Subcontracting		

Table 3.1h – Purchase costs

If the purchase costs (other direct costs) exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A).

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1h – Other cost categories

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		

3.2 Capacity of participants and consortium as a whole *[e.g. 3 pages]*

The individual members of the consortium are described in a separate section under Part A. There is no need to repeat that information here.

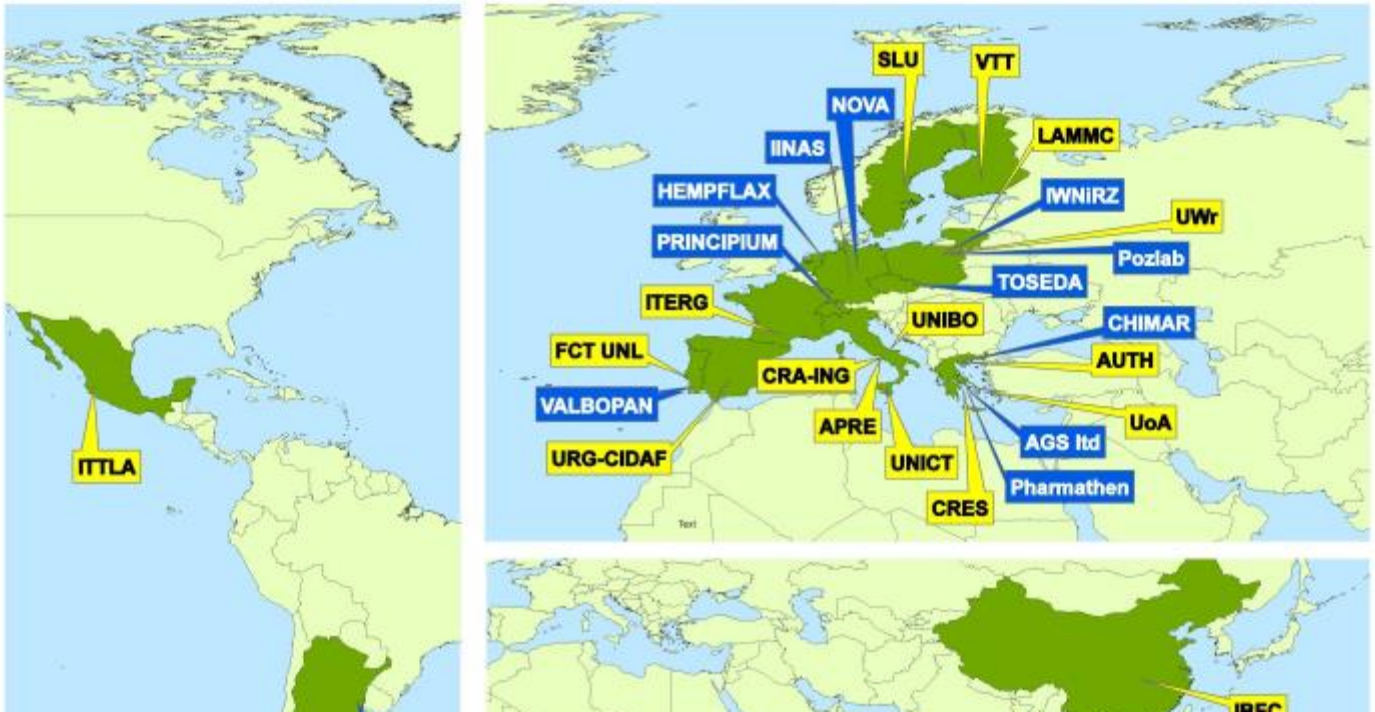
- Describe the consortium. How does it match the project's objectives, and **bring together the necessary disciplinary and inter-disciplinary knowledge**. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.
- Show how the partners will have **access to critical infrastructure** needed to carry out the project activities.
- Describe how the **members complement one another** (and cover the value chain, where appropriate)
- In what way does each of them contribute to the project? Show that each has a **valid role, and adequate resources** in the project to fulfil that role.
- If applicable, describe the **industrial/commercial involvement** in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).
- **Other countries and international organisations**: If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Work Programme General Annexes B are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.

Consortium as a whole

A combination of complementary expertise and resources available in Europe-wide different research institutes and SMEs has been established in the consortium ensuring the critical mass required to accomplish the foreseen work packages and tasks of the proposed project. Additionally, each one of the participating groups is expected, through the exchange of technical knowledge and co-operation, to promote its expertise at a higher rate leading to an accelerated progress at a European level.

A total number of thirty partners have been selected to cover the work programme of the VIP Products allocated in eleven work packages. Eleven partners are ***SMEs*** and have been scheduled to share the 30% of the total EU requested contribution. One large company participates in the VIP Products consortium.

An active engagement of ***International Cooperation Partner Countries*** has been established in VIP Products consortium. Apart from the European participants four partners from ICPC participate: IBFC from China, ARC from South Africa, and ITTLA from Mexico and INDEAR from Argentina.



Example

- Illustrate **how the consortium can achieve the specific objectives** of the project. Of course, not all the partners participate in all the objectives.
- Provide in just **a few lines some arguments to justify the expertise** such as by listing past similar achievements or participations in relevant projects.
- **Infrastructure and equipment** relevant to the project that each partner brings to the consortium.
- **Industrial or commercial partners**: demonstrate their capacity to exploit the results of the project.

Description of partner's competences and involvement/role(s)

Competences	Role
1- **Ben 1** *Italian no-profit research organization. Competences in XYX: Project Management and stakeholders engagement: has an extensive and long-lasting leadership experience in medium and large size projects (35 in the Framework Programmes). Stakeholders' engagement and co-creation activities in energy related EU funded projects (XPRESS, W4RES, Super-I, MARINA and RURITAGE). Communication and Dissemination of projects' results to different target audiences. Capacity building.*	*WP6 Leader (Project Management) Task 1.2, Task 1.3, Task 2.1 and Task 5.3 Leader*
2 – **Ben 2** *is a research-intensive university, a member of the UK Russell Group of leading research universities. Within the Economics Department, the Macro-Finance research cluster's research also carries important links with finance, where several ESRC-funded projects are under way, employing theoretical and empirical analysis to interrogate the relationships between financial markets and the macro economy, and their influence on WP3 Leader (Financial analysis) and Scientific Coordinator risk premia and asset pricing. Currently, Scientific Coordinator and WP leader for the project XPRESS (EU project 857831) and of the recently funded project SUPER-i (EU project 101028220): XYX would build up on the financial and economic analysis carried out during these two projects.*	*WP3 Leader (Financing, techno-economic analysis and survey) Task 3.1, Task 3.3 and Task 3.4 leader*
3 - **Ben XX** *builds on the £400m invested by the Energy Technologies Institute in low-carbon energy, and the key works and intellectual property obtained in the execution of projects such as Perawat and Redapt which were formative in the acceleration of marine energy products and services. The will be able to offer technical and commercial skills and experience in marine energy, and a solid background in the innovation of complex systems*	*Task 1.4 and Task 3.2 leader*

Example I

Example II

Complementarity of the partnership per competence:

n.	Short name	Main Tasks involved	Major competences used in the project
1	Partner 1	WP1 leader and T6.4 leader	Experience in Project Management as project coordinator (6 in HORIZON 2020, 17 in FP7, 4 in FP6) A national hub of research and innovation related information and multiplier throughout different stakeholders. is the host organization of the Italian National Contact Points for all the themes and sectors of HORIZON 2020. has a consolidated long lasting experience in dissemination activities towards policy makers (national and regional) and stakeholders (researchers, industry, SMEs, NGOs and civil society in general).
2	Partner 2	WP4 leader and T2.3, T4.3, T4.4 leader	an Italian SME with nearly 25 years of experience in the advertising, communication and promotion domain will lead WP1 and contribute actively to t in tasks of the project. supported some important citizen engagement and communication initiatives for customers like Coca-cola, Honeywell, P&G, Philips and other, directly or in cooperation with some of the most relevant PR and communication agencies like Cohn and Wolfe, Ketchum, Young & Rubicam, McCann-Erickson, Saatchi & Saatchi. is specialized in design and implement ICT and new media solutions for advertising and communication, with a market oriented focus. has also a long expertise in design and implementation of social media communities. was leader of Impact and Dissemination workpackages in several research projects (LEILA, L4S, UPDESIGN, MEAL, HELP4MOOD). Actually is involved in 2 Coordinated and Support Actions: BIOWAYS H2020-REFLECTIVE-SOCIETY-2015 - CSA 693796 in Bio-based domain) and DANDELION, H2020-BBI-PPP-2015 - CSA 720762 in the SSH domain and, dealing with increasing impact and valorisation of research results. has 16 years of experience in EU co-funded projects.
3	Partner 3	WP5 and T5.1 leader	Based in Slovakia, is a private Slovak consultancy specialising in entrepreneurship and business development through all its phases. Since 2009, the company managed to establish long-term relationships with European and international associations and companies, and contributed significantly to the creation and growth of several businesses. The staff of has long track-record of implementing stakeholder dialogue and citizen awareness activities not only in the framework of various EU funded projects. L will lead WP2.
4	Partner 4	T4.1, T4.2 leader	with IRPPS has a strong multidisciplinary skills on the Social informatics, Digital ecosystems, We lications, Knowledge sharing systems, Social Networking and participatory methodologies. In particular will provide the s social pl in WP4 personalising the functionalities of the PLAKSS Framework.
5	Partner 5	WP3 and T3.2 leader	• Project coordination (CEED TECH); WP leadership (INSEC, DISCOVER-IT, DANDELION, BIOWAYS) • Portfolio of more than 500 interdisciplinary (including bioeconomy) project/product/business development consultancy projects • Implementation of more than 200 organisational, sectorial, regional, national and international strategic planning processes using public engagement. • Implementation of ca 100 events for knowledge transfer, awareness raising and promotion.
6	Partner X	WP6 and T6.1, T6.2 leader	• Marketing Communication, Integrative and creative communication to interact and inform. • Manage, inform and communicate efficiently through the web. For productivity, collaboration and business • Individual tailored marketing strategic guidance and advice for identifying appropriate marketing campaigns • Organisation of 2 editions of the European Researchers' Night Portugal • Participation at the www.securepart.eu project with implementation of an MML approach

Skill/competence matrix

The XX consortium has been set up with expert partners in all relevant key topics (health literacy, mapping, stakeholder engagement, co-creation, capacity building, impact assessment) and are, thanks to these complementary

	Skills						
	Sample Text	Sample Text	Sample Text	Sample Text	Sample Text	Sample Text	Sample Text
Team Member A	◕	◕	◕	◕	○	○	○
Team Member B	◕	◕	◔	○	○	○	○
Team Member C	◑	○	◔	○	◑	◔	◔
Team Member D	◑	◑	●	◑	◔	○	◑
Team Member E	◕	○	●	○	○	○	○
Team Member F	◕	◑	○	◕	◑	◑	◕
Team Member G	◑	○	◔	○	●	◔	●
Team Member H	○	●	●	◕	○	○	◕

management

Table 5 Complementary competences of the project consortium

Placeholder

This is a sample text. Insert your desired text here.

- ○ No Competence
- ◔ Low Competence
- ◑ Some Competence
- ◕ High Competence
- ● Expert

Example

Feedbacks from evaluators (ESR)

It is missing a **chart (Pert). The Gantt** chart and the implementation work packages **do not clearly show an agile or versioned approach** to refine and validate developments.

Some of the **risks** especially those related to some crucial aspects **are lacking sufficient information**

Some parts of the **work plan** are **not described with enough detail** to convincingly demonstrate their alignment with project objectives

Some **competences** regarding disciplines are **less obvious in the consortium**

Timeline of this intensive and over-ambitious programme of activities **may not be realistic**

The list of **milestones** does **not allow adequate project monitoring**

Some important **deliverables** for reporting on the clinical study progress **are not adequately addressed**

The **Gantt chart** is elaborated **only at work package level**, the timing of tasks is not included

HNN 3.0
HEALTH-NCP-NET

APRE
Agenzia per la Promozione della Ricerca Europea

Thank you

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