HOW TO DEVELOP A COMPETITIVE PROPOSAL

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INRAP, Tunis. Tunisia. 17/11/2021

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APPROACH TO HE FROM PROJECT MANAGEMENT PERSPECTIVE

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Admissibility

Same general admissibility conditions

- Applications must be submitted before the call deadline, **electronically** via the Funding & Tenders Portal
- Applications must be **complete, readable, accessible and printable**, and include a **plan for the exploitation and dissemination of results**, unless provided otherwise in the specific call conditions.

Proposal page limit

Substantial reduction in maximum length:

- RIAs and IAs type of actions: limit for a full application is **45 pages**
- CSAs: limit is **30 pages**
- First stage proposals: limit is **10 pages**
- EIC Pathfinder: limit is **17 pages**
- Exceptions, if any, would be specified in the call text.

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Eligibility

Consortium composition (collaborative projects)

- at least one independent legal entity established in a Member State, and
- at least two other independent legal entities each established either in a different Member State or an Associated Country.

Gender Equality Plan (applicable only from 2022 on)

Participants that are public bodies, research organisations or higher education establishments from Members States and Associated countries **must have a gender equality plan**, covering minimum process-related requirements.

- A self-declaration will be requested at proposal stage (for all types of participants).
- Included in the entity validation process (based on self-declaration)

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Who is eligible for funding?

EU COUNTRIES

- Member States (MS) including their outermost regions
- The Overseas Countries and Territories (OCTs) linked to the MS.

NON-EU COUNTRIES

- Countries associated to Horizon Europe (AC)
- Low and middle income countries: See HE Programme Guide.
- Other countries when announced in the call or exceptionally if their participation is essential

SPECIFIC CASES

- Affiliated entities established in countries eligible for funding.
- EU bodies
- International organisations (IO):
  - International European research organisations are eligible for funding.
  - Other IO are not eligible (only exceptionally if participation is essential)
  - IO in a MS or AC are eligible for funding for Training and mobility actions and when announced in the call conditions

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Associated Countries

For the purposes of the eligibility conditions, applicants established in Horizon 2020 Associated Countries or in other third countries negotiating association to Horizon Europe will be treated as entities established in an Associated Country, if the Horizon Europe association agreement with the third country concerned applies at the time of signature of the grant agreement.

Specific situation of UK

- The UK is expected to soon become an associated country to Horizon Europe. UK entities can take part in the first calls for proposals of Horizon Europe
- The UK is associating to the full Horizon Europe programme with the only exception of the EIC Fund (which is the loan/equity instrument of the EIC).

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Activities eligible for funding

Eligible activities are the ones described in the call conditions

Activities must **focus exclusively on civil applications** and **must not**:

- aim at human cloning for reproductive purposes;
- intend to modify the genetic heritage of human beings which could make such changes heritable (except for research relating to cancer treatment of the gonads, which may be financed);
- intend to create human embryos solely for the purpose of research, or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer;
- lead to the destruction of human embryos.

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Activities eligible for funding – Type of actions

Research and innovation action (RIA)	Activities to establish new knowledge or to explore the feasibility of a new or improved technology, product, process, service or solution.
Innovation action (IA)	Activities to produce plans and arrangements or designs for new, altered or improved products, processes or services.
Coordination and support actions (CSA)	Activities that contribute to the objectives of Horizon Europe. This excludes R&I activities, except for 'Widening participation and spreading excellence'
Programme co-fund actions (CoFund)	A programme of activities established or implemented by legal entities managing or funding R&I programmes, other than EU funding bodies.
Innovation and market deployment actions (IMDA)	Activities that embed an innovation action and other activities necessary to deploy an innovation on the market. (EIC)
Training and mobility actions (TMA)	Activities that aim to improve the skills, knowledge and career prospects of researchers, based on mobility between countries and, if relevant, between sectors or disciplines. (MSCA)
Pre-commercial procurement actions/ (PCP)	Activities that aim to help a buyers' group to strengthen the public procurement of research, development, validation and, possibly, the first deployment of new solutions
Publliic procurement ofiinnovative solutions actions (PPI)	Activities that aim to strengthen the ability of a buyers' group to deploy innovative solutions early

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Maximum funding rates

Type of Action	Funding rate
Research and innovation action	100%
Innovation action	70% (except for non-profit legal entities, where a rate of up to 100% applies)
Coordination and support action	100%
Programme co-fund action	Between 30% and 70%
Innovation and market deployment	70% (except for non-profit legal entities, where a rate of up to 100% applies)
Training and mobility action	100%
Pre-commercial procurement action	100%
Public procurement of innovative solutions action	50%

Other funding rates may be set out in the specific call conditions

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Application form (proposal template)

Same structure

The proposal contains two parts:

- **Part A** (web-based forms) is generated by the IT system. It is 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 that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.

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Horizon Europe – Simple rationale for funding

- A single set of rules
  - adapted for the whole research and innovation cycle
  - coherent with all other EU Programmes
- Simple rules for grants
  - Budget
    - Cost categories A->D (in the example personnel cost + purchase cost)
    - Increased with 25% flat rate for indirect costs
  - Funding rates
    - RIA/CSA = 100% for all partners
    - IA = 70% (profit)/ 100% (non-profit)
- Few, well-targeted controls and audits

Example

Personnel costs
- 2 PY = 150 kEUR

Purchase costs
- Travel: 12 kEUR
- Consumables: 8 kEUR
- Other: 10 kEUR

Indirect costs
- 25% flat fee: 45 kEUR

BUDGET: 225 kEUR

FUNDING:
- RIA/CSA: 225 kEUR
- IA: 157,5 kEUR

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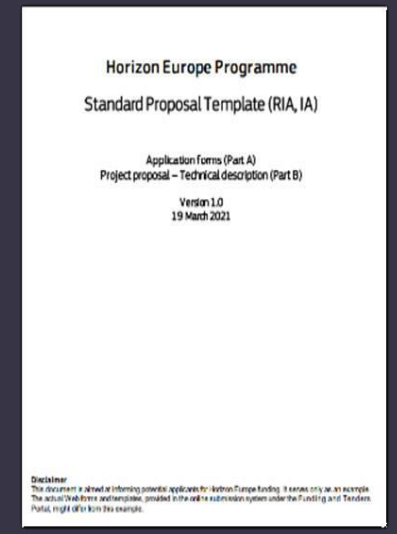
Proposal Template RIA/IA


Horizon Europe Programme

Standard Proposal Template (RIA, IA)

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

Version 1.0
19 March 2021

Disclaimer

The proposal contains two parts (**SAME STRUCTURE):**

- **Part A** of the proposal is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal. The participants can update the information in the submission system at any time before final submission.

- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.
- Limit for a full application: 45 pages

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New features in HE proposals

NEW FIELDS IN PART A

- Researchers table – needed to follow up researchers carrers (HE indicator)
- Role participating
- Self-declaration on gender equality plan

FIELDS MOVED FROM PART B TO PART A

- Ethics self-assessment
- Security questionnaire (NEW in all HE proposals)
- Information on participants' previous activities related to the call

NEW IN PART B

- Glossary of terms
- Consistency on the use of terminology is ensured in all project phases (from WP to proposal and reporting)
- Extensive explanations on what exactly should be included in each section

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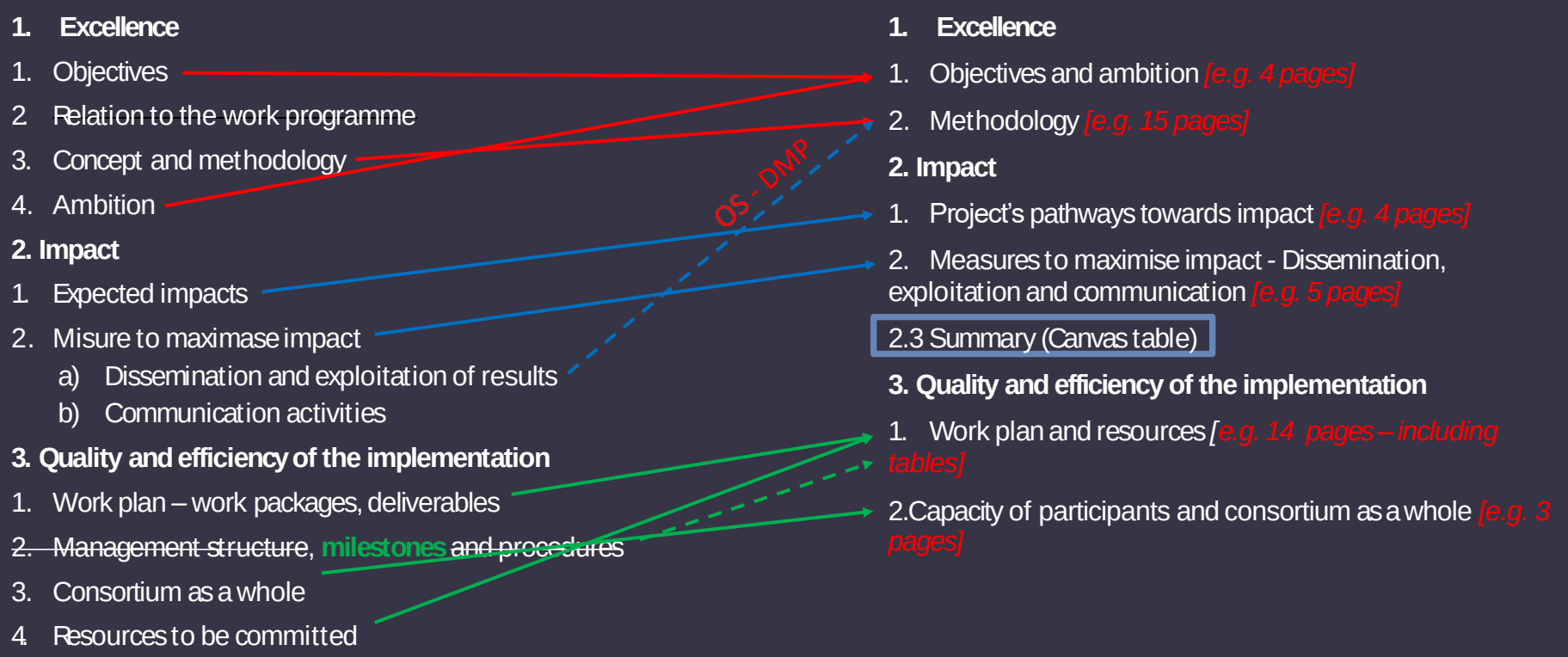
New features in HE proposals PART B



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	HORIZON 2020	vs	HORIZON EUROPE
RIA/IA	**Part B: Technical description** **Page limit**: The title, list of participants and sections 1, 2 and 3, together, should not be longer **than 70 pages**.		**Part B: Technical description** **Page limit**: The title, list of participants and sections 1, 2 and 3, together, should not be longer **than 45 pages**.
CSA	**Part B: Technical description** **Page limit**: The title, list of participants and sections 1, 2 and 3, together, should not be longer **than 50 pages**.		**Part B: Technical description** **Page limit**: The title, list of participants and sections 1, 2 and 3, together, should not be longer **than 30 pages**.

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HORIZON 2020

vs

HORIZON EUROPE

Part B1

1. Excellence

1. Objectives

2Relation to the work programme

3. Concept and methodology

4. Ambition

Part B1

1. Excellence

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

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

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

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Gender Dimensions

Eligibility: Gender Equality Plan

Award Criteria: Integration of the gender dimension

Ranking Criteria: Gender balance

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Eligibility Criterion

Gender Equality Plan (applicable from 2022 onwards)

Participants that are **public bodies, research organisations** or **higher education institutions*** established in a Member State or Associated Country **must have a gender equality plan** in place, fulfilling **mandatory process-related requirements**

- A self-declaration will be requested at proposal stage (for all categories of participants)
- Included in the entity validation process (based on self-declaration)

* Private-for-profit entities (incl. SMEs), NGOs, CSOs, as well any type of organisations from non-associated third countries, are exempted for the criterion
See legal categories definitions in the Funding & Tenders Portal here

European Commission

Gender: Eligibility Criterion

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Mandatory GEP process requirements

Public document

- Formal document
- Signed by top management
- Published on the institution's website
- Disseminated through institution

Dedicated resources

- Funding for gender equality positions or teams
- Reserved time for others to work on gender equality

Data collection and monitoring

- Data on sex or gender of staff across roles and leadership
- Annual reports and evaluation of progress and outcomes

Training and capacity building

- Whole organisation engagement
- Tackle gender biases of people and decisions
- Joint action on specific topics

European Commission

GEP

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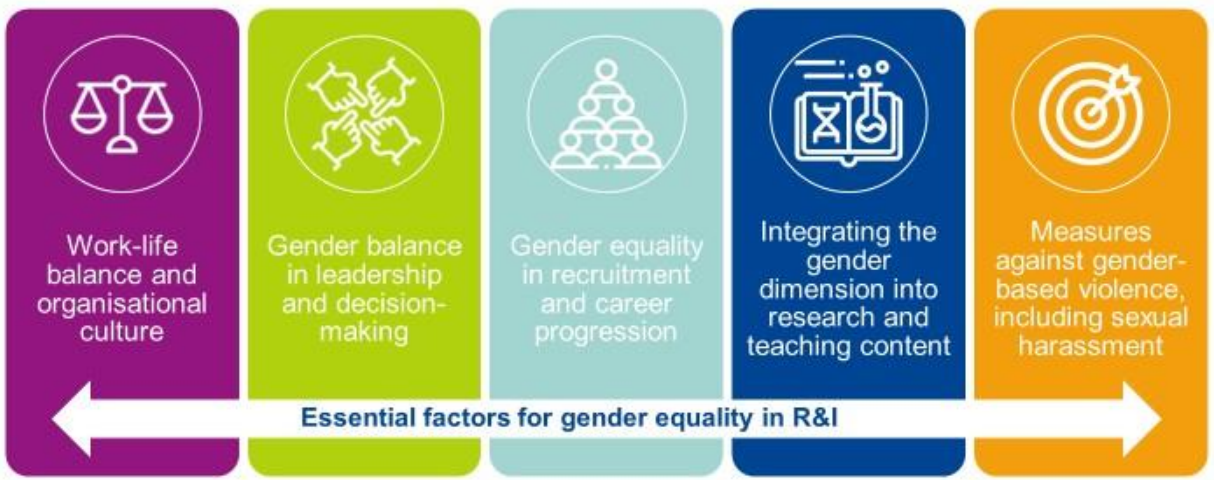
GEP



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Integration of the gender dimension in R&I content

Gender Dimension

Addressing the gender dimension in research and innovation content entails taking into account sex and gender in the whole research & innovation process

The integration of the gender dimension into R&I content is mandatory, unless it is explicitly mentioned in the topic description

Why is the gender dimension important?

- Why do we observe differences between women and men in infection levels and mortality rates in the COVID-19 pandemic?
- Does it make sense to study cardiovascular diseases only on male animals and on men, or osteoporosis only on women?
- Does it make sense to design car safety equipment only on the basis of male body standards?
- Is it ethical to develop AI products that spread gender and racial biases due to a lack of diversity in the data used in training AI applications?
- Is it normal that household travel surveys, and thus mobility analysis and transport planning, underrate trips performed as part of caring work, which are predominantly undertaken by women?
- Did you know that pheromones given off by men experimenters, but not women, induce a stress response in laboratory mice sufficient to trigger pain relief?
- And did you know that climate change is affecting sex determination in a number of marine species and that certain populations are now at risk of extinction?

Gender Dimension

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Gendered Innovations : How inclusive analysis contributes to research and innovation

- 15 new **case studies** in health, AI & robotics, climate change, energy, transport, urban planning, waste management, agriculture, taxation, venture funding) building on Horizon 2020 funded projects
- **Refined methodologies** on the integration of sex/gender based analysis, and intersectional analysis, in R&I content
- **Evidence-based policy recommendations** for Horizon Europe
- **Awareness raising** material including factsheets

- **Case study** on the impact of sex & gender in the COVID-19 pandemic
- **Factsheet** on gender and intersectional bias in AI

→ **Full Policy Review Report and Factsheet released on 25 November 2020**

- Interview of Commissioner Gabriel in KILDEN News (25/11/2020)
- *Nature* editorial (09/12/2020)

European Commission

Gender Dimension

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HOW TO SET UP A CONSORTIUM

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FIRST INSIGHTS

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HOW TO LEARN TO WRITE A WINNER PROPOSAL IN 2 DAYS

There are no magic formulas

Even the best consultants can not guarantee success.

submit a strong proposal

https://www.pexels.com/search/magician/

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Project idea……

- This is the starting point for the success of the project. Some key questions must be answered from the beginning.
- Does it fit the strategy of your organization?
- Are EU projects the right mechanism? (financing rules, consortium constraints, project size, time aspects, premature concept, etc.)
- Green light? Therefore, another set of questions should be answered

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Project idea……

According to the call and the work program!

Innovative!

Technical strength. Based on sound principles.

European dimension (think what interests Europe, it is not what matters)!

Check Cordis / web of funded proposals Already similar

Why bother

What is the solution to a problem?

It is important?

Why to R & D and do not buy a ready product or knowledge?

Why right now?

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Planification vs outcomes

- Why, do not the proposals come out?

Incomplete, due to lack of planning	Delayed submission due to lack of planning	Not relevant	Fundamentally, because information is missing

Partially solved if the pre-proposal is made, external checkpoint

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Key aspects

- Researcher performs R & D
- Project manager manages and helps in
  - Policy / impact,
  - "Facts & figures"
  - Management
  - Budget
  - Part A
- Ideal, a single editor of the whole proposal that avoids inconsistencies ctrl + c, ctrl + v
- Simple structure, clear English, you have to sell it in 2 hours ¡¡¡¡¡¡

http://es.freeimages.com/photo/experience-1527875

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KEY ASPECTS

- Concerning excellence of the partners
  - Proposals are no longer anonymous
  - Researchers / partners should be excellent
  - Excellence in research is a requirement

https://unsplash.com/search/photos/pope

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KEY ASPECTS

- Search for strong and experienced coordinators
- With previous in FP5-H2020
- Strong financially
- Resources to execute coordination (have PMs and have CVs available)
- SMEs, only if you have a lot of experience as a coordinator
- Try to share current data
- BEWARE OF Debts and economic strength

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KEY ASPECTS

- Build up a balanced consortium
- It must cover all areas necessary for the execution of the project/value chain of your problem
- Make a table/matrix and detect if all phases are covered

	User needs	Develop	Test	Exploit	Disseminate
Chip design					
Device design					
Software development					
Telecomms service development					

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KEY ASPECTS

- LUCK
- The competition is very high, do not know how many proposals will compete and what will be their quality
- Ratio: 7-10% (depending on the call)
- Call the NCPs to know the project evaluation rankings

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TASKS DISTRIBUTIONS

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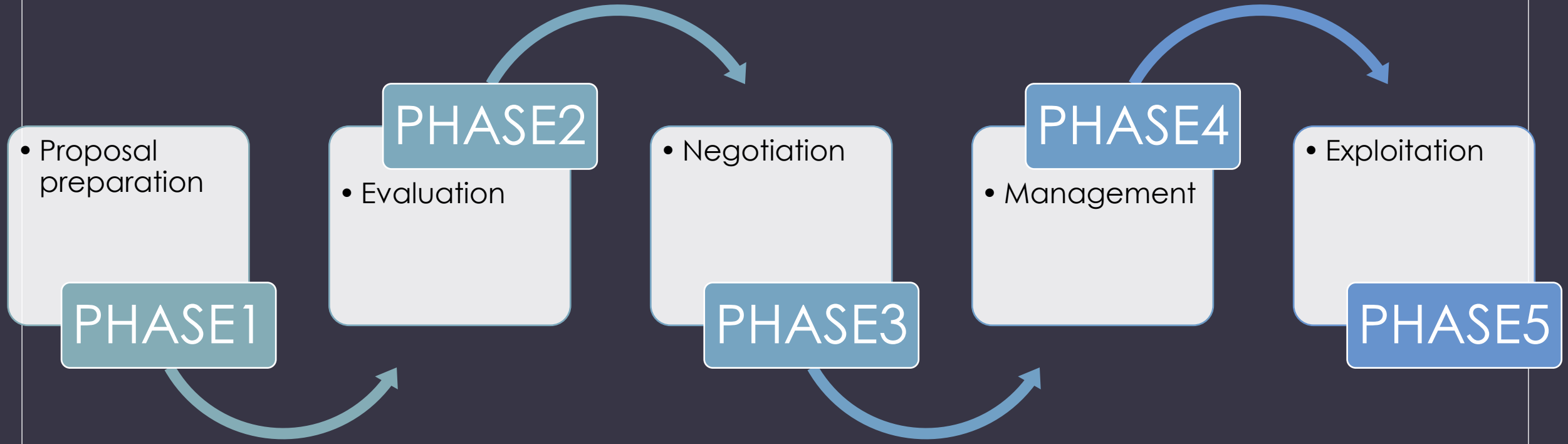
PROJECTS LIFE CYCLE



The project manager has room for manoeuvre at each of these phases. In general, their participation is decisive not only during the project, but also during the proposal and negotiation phases of the contract.

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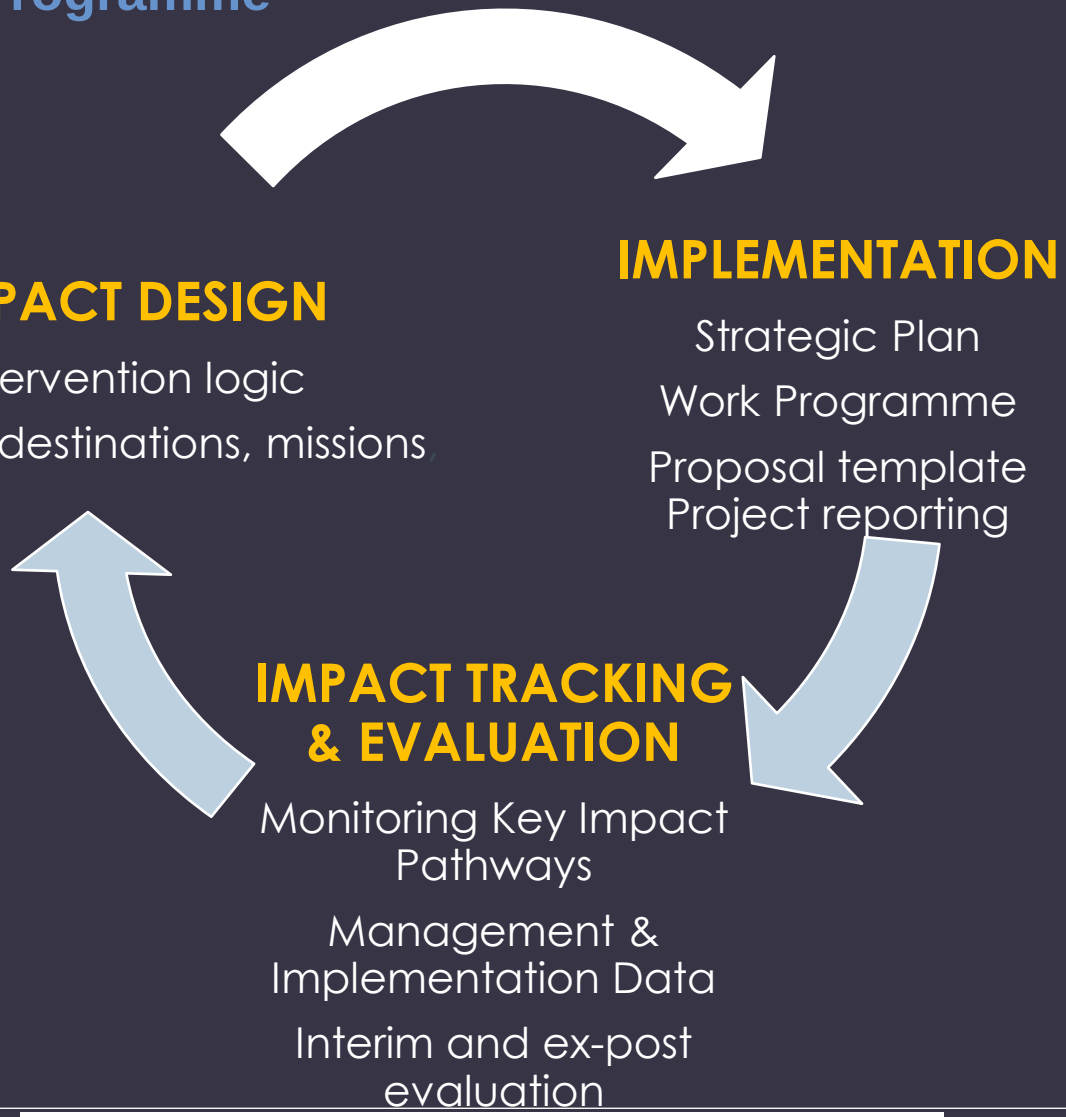
HORIZON EUROPE CYCLE

Impact-driven Framework Programme



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PHASE 1

DETECT

- Most appropriate area for the project and decide the priority and subtask where the project is sent

PRIORITIZE

- Understand the requirements of the REA and how to elaborate the proposal, political and technical language to sell the project

DEFINE

- Regarding the basic characteristics

ELABORATE

- Coherent work plan for achieving the advanced objectives

BUILD UP

- International consortium that brings together the necessary knowledge and skills

DRAFTING

- The proposal, coordinating the efforts of the partners

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European Commission

EN

Horizon 2020

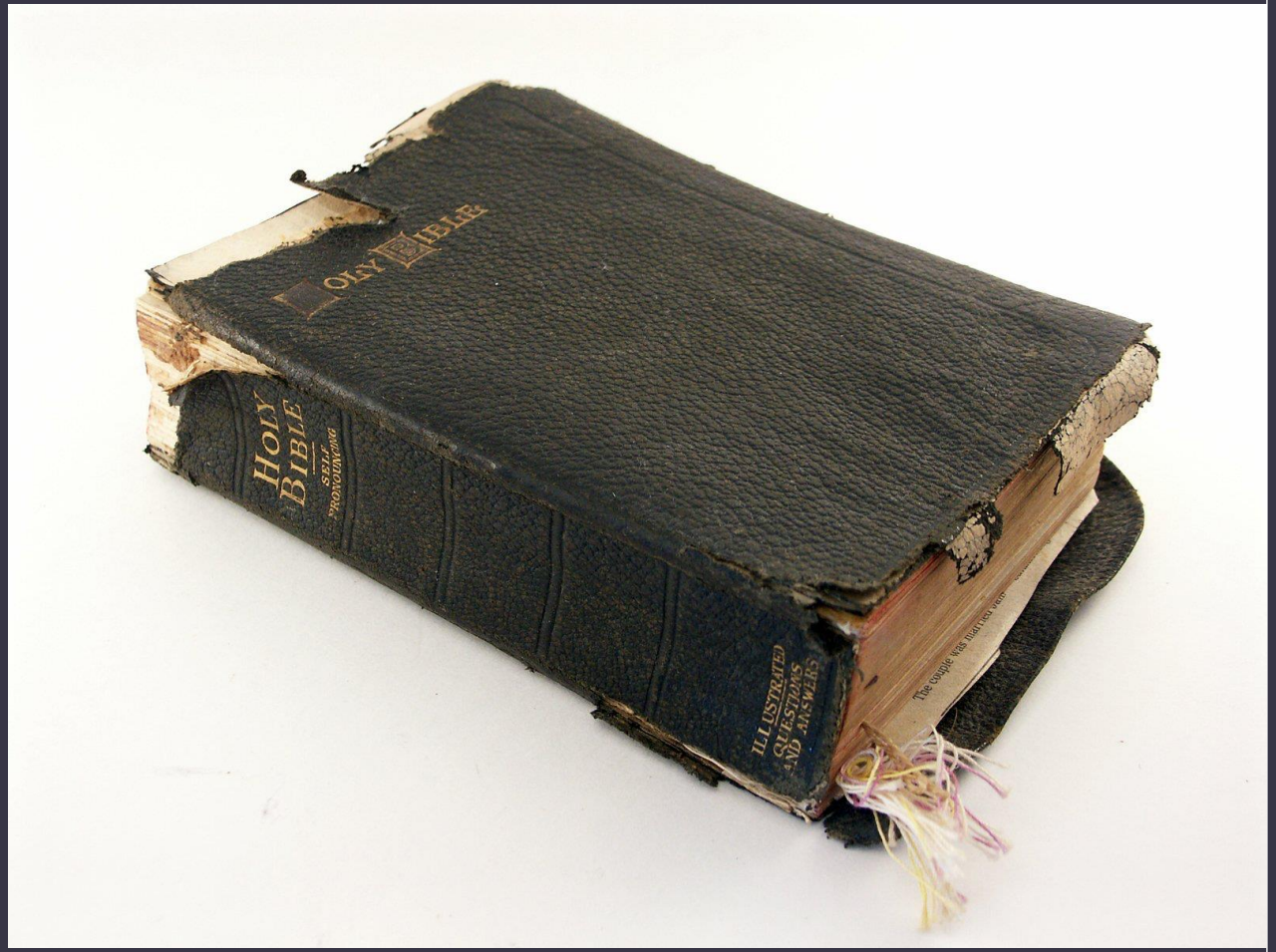
Work Programme 2016 - 2017

7. Innovation in SMEs

Important notice on the second Horizon 2020 Work Programme

This Work Programme covers 2016 and 2017. The parts of the Work Programme that relate to 2017 (topics, dates, budget) have, with this revised version, been updated. The changes relating to this revised part are explained on the Participant Portal.

(European Commission Decision C(2016)4614 of 25 July 2016)



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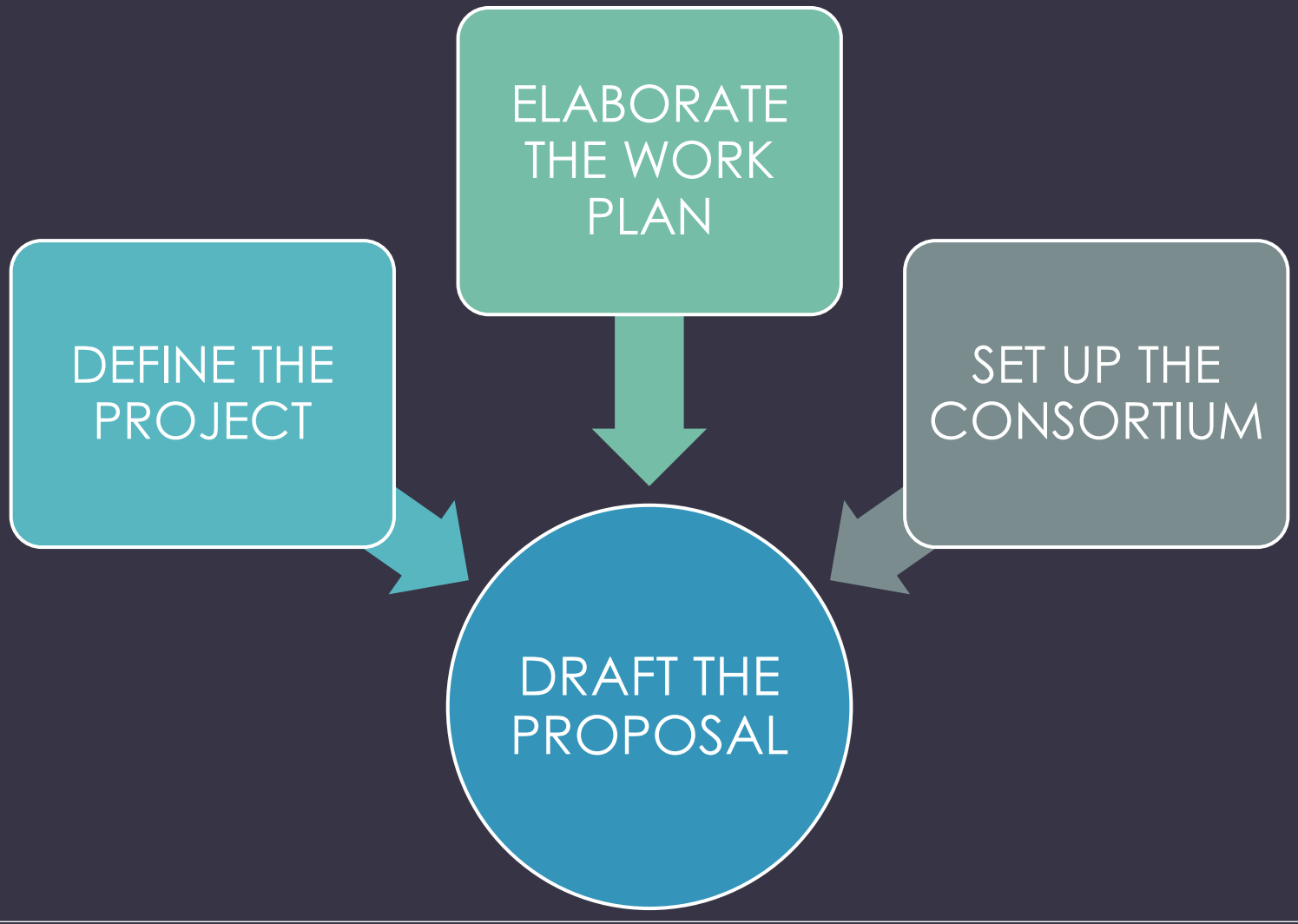
PHASE I. BASIC PILLARS



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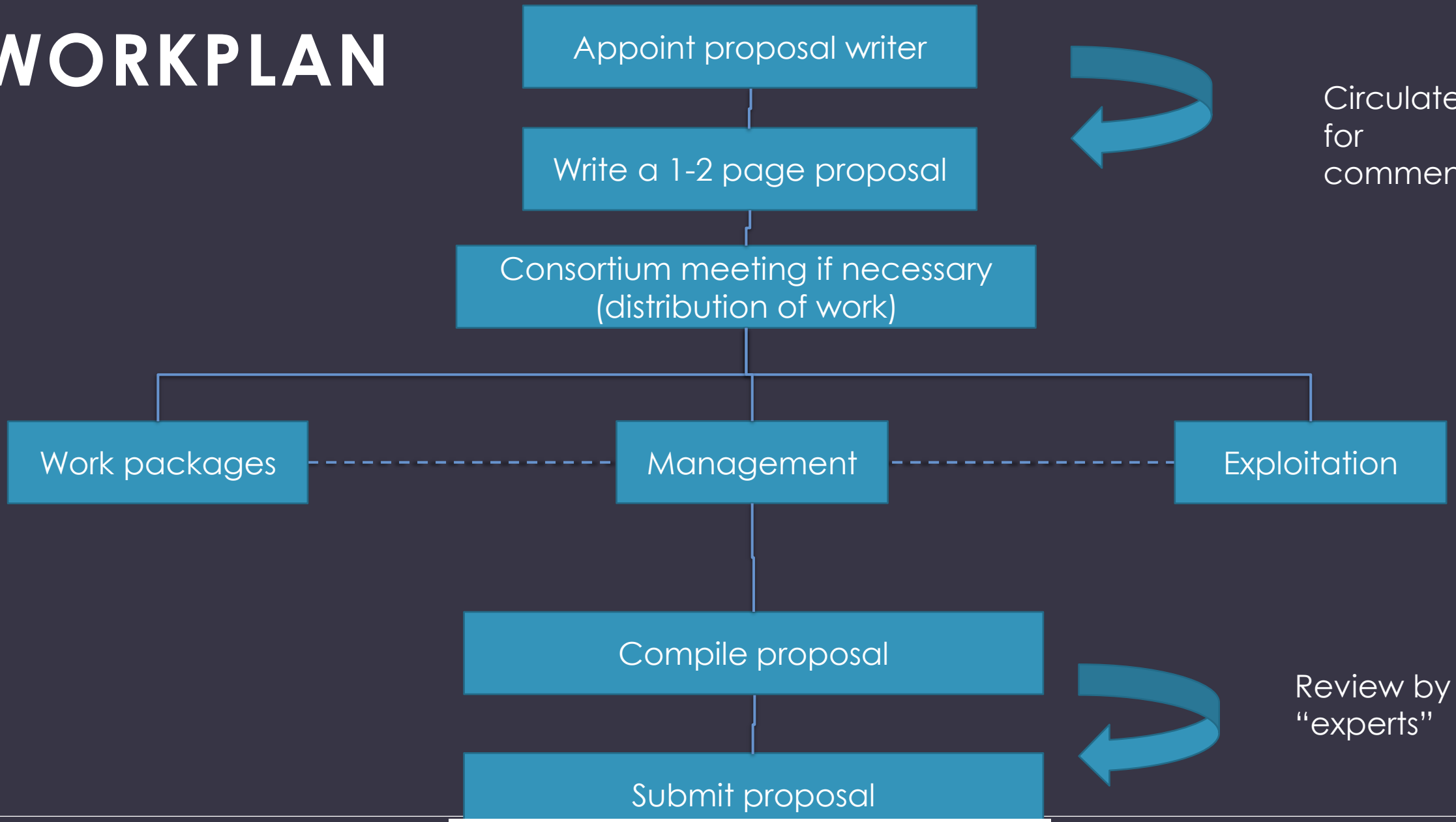
WORKPLAN



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Activity	Responsible	M 1	M 2	M 3	M 4	M 5	M 6	M7
Ideas generation by the coordinator or a core group	COO+core							
Level of innovation analysis as well as added value and justification of EU dimension. Definition of main aims of the project. Review of the idea and initial aims related to specific statements of the work programme (previous preliminary check). Consolidate the initial group of partners and define the required profiles and roles to be developed by future partners.	COO+core							
Publication of the call (deadline by the end of M7)	CE							
Review of the call and redefinition of the idea and initial aims according to the call	COO+core							
Preparation of the executive summary/abstract. Preliminary external evaluation (NCPs, CE, regional entities)	COO							
Build up consortium. Search additional partners (big projects start early in advance). To select and determine most appropriate profiles for the aims to be achieved.	COO+core							
Define the work plan. Distribute tasks for the technical section. Usually, each WP assigned to a determined partner in the project (previous meetings for big projects)	COO+ core							
Work to elaborate the first draft of the technical section	COO+ Consortium							
Deadline for partners to confirm their involvement/commitment	Partners							
Several teleconferences to control the evolution of tasks to be developed by each partner	COO+ Consortium							
Confirmation of the role of each partner. To define WPs where they will participate and estimated dedication for each WP (p/m)	COO+ Consortium							
First draft of the proposal (technical section) based on partners' contributions	COO + core							
Review of the draft. Remarks and improvements. Prepare the updated version	COO + core							
Partners provide all the necessary information for administrative sections as well as the budget	COO							
Review of the budget draft. Remarks and improvements. Prepare updated version	COO+ Consortium							
Several teleconferences to control last details related with proposal preparation, pending issues	COO+ Consortium							
Final review of the proposal and final version edition	COO+ Consortium							
Electronic submission	OO							

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PHASE I. DEFINE THE PROJECT

Do we have an original idea that suits the on-going calls?

- Define scope, starting situation and what you want to achieve
- Executive summary, 1-2 pages
  - Clarify and communicate the idea and attract potential partners
  - It is usually the first thing the partners read and it is the first impression
    - Clarity
    - Content
    - Project Organization
  - Specify the background, the problem you want to solve
  - Display a brief state of the art
  - The specific objectives sought
  - It is not necessary to include a political language
  - Avoid diluting the meaning of the project by making it diffuse
  - Define the duration and an overall idea of dimension ($ and m / m)

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BUT

- Verify that the idea has not been evaluated beforehand
- Is there a solution?
- Which EU projects have been funded previously?
  - Yes, to mark the explicit differences with other projects, their deficiencies and potential improvements
- US patent office? Google?
- If it is not innovative, can we demonstrate that there is a clear "progress beyond state of the art?"

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CONCLUSION

Attend Info Days (Clarify)	If the initial scan is not positive
Help available from NCPs (Interpret calls, networking)	REPLACE
Working on the pre-proposal (Advance on the idea)	It is not a lost time / work, to propose alternatives or to prepare future actions

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EXECUTIVE SUMMARY

Who is the coordinator ?

Pros vs Cons

- We vs another partner
- Control vs "workload"
- Visibility in front of the EC
- Visibility in the scientific community

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EXECUTIVE SUMMARY

- Check-in with the outside
- Request feedback. Better phone call

http://es.freeimages.com/photo/old-phone-more-w48-1427808

- Aim
  - Decide if we move to work on the proposal
  - Receive confirmation of whether or not the proposal is appropriate

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EXECUTIVE SUMMARY

- Must rep

1. **What:**
2. **Innov**
3. **Why:**
4. **How:** The procedure, brief WPs description
5. **Who:**
6. **How m**

€

Who

How

Innov

Why

What

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AIMS MUST BE

General Objectives

Long term: beyond the duration of the project

Improve, strenght, facilitate, realize …

Specific Objectives

To be realized during the project implementation

Testing, pilot plant, develop new knowledge, …

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USEFUL QUESTIONS TO IDENTIFY OBJECTIVES

- What is the challenge / **what are the problems in the specific field** (indication etc.)?
- **What shall be reached; which problem shall be adressed and solved**?
- What is the consortiums‘ vision ?
- **What needs to be delivered in order to reach the expected impact**?
- Ask questions to cross-check the "central theme of the proposal“:
  - **Are the objectives of the project useful to reach the expected impact ?**
  - **Which approach have they chosen? What is their underlying concept (hypothesis, main assumptions)**

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TIPS: IDENTIFYING THE OBJECTIVES

- There is usually **one main**, overarching goal ("*overall objective*“) and **several subordinate** , more specific goals ("*specific objectives*“). You should list both.
- To a certain extend, the **project objectives are usually already included in the topic text** (see: *specific challenge, scope, expected outcomes*), sometimes explicitely listed, sometimes more implicit.
- The objectives are a result of the selected topic and the *concept and approach* the consortium has chosen for its project.

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TIPS: THE FIRST PAGE

- Imagine to be an evaluator…
  - ➔ Start with a short description of the Idea of your project
  - ➔ Create a picture in the evaluators‘ mind
  - ➔ Identify the objectives of your project on the first page

Useful questions to bear in mind for the short presentation:

- What **problem** do you intend to solve?
- Why should it be solved at **European level**?
- Is the knowledge/solution **already available**?
- Why is now **the perfect time** to do it?
- Why **are you the best** person/consortium to do it?

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PHASE I. ELABORATION OF THE WORK PLAN

- Build consortium and design work plan, assign roles and responsibilities
- Break down the main components of the work to be done (meticulous)
  - WPs
  - What specific tasks we have to carry out?
  - What do we need to do?
  - Which will be the next step?
- Estimate workloads and assign budgets
- Always in time to simplify and reduce

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PHASE I. ELABORATION OF THE WORK PLAN

Breaking WPs into Activities

Sequencing activities logically (PERT)

Estimate the duration of activities (GANTT)

Review project objectives and WPs list

Define concrete results and milestones (Deliverables & milestones)

Build RAM. Roles and responsibilities

Estimate the effort of each partner in each activity and draw up a budget

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PHASE I. BUILD UP THE CONSORTIUM

- Coordinator vs partner?
- What is a good consortium?
- Which role can I play in a consortium?
- Where do I look for partners?
- How do I enhance my visibility?

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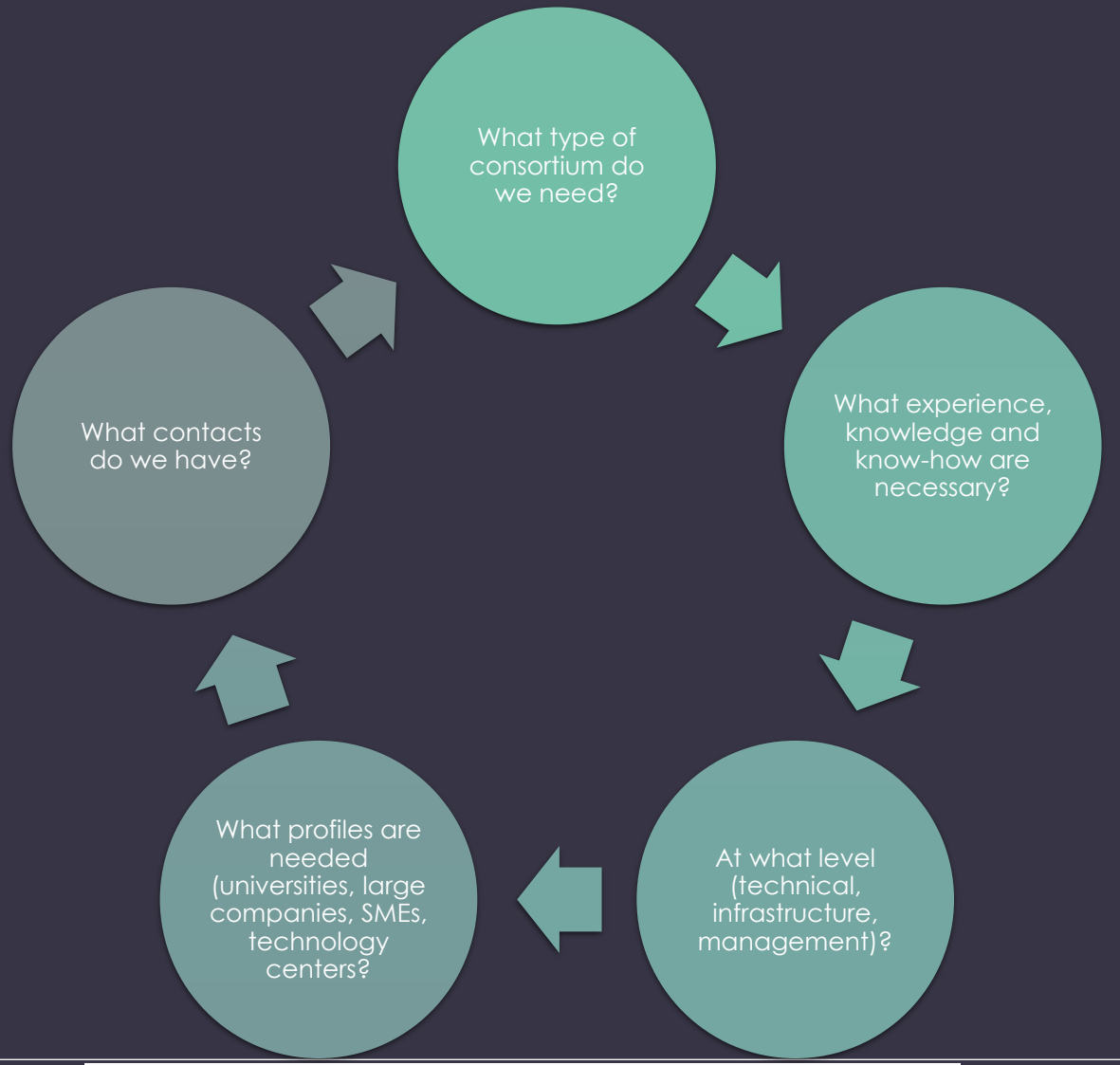
PHASE I. BUILD UP THE CONSORTIUM. THINK



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WHAT IS A GOOD CONSORTIUM?

- Experienced coordinator
- Scientists with track record
- Relevant expertise and skills
- Good infrastructure
- Ample resources
- Involvement of key staff
- Multidisciplinary
- Relevant stakeholders
- Good distribution of work
- Added value of each partner
- Previous collaborations
- …

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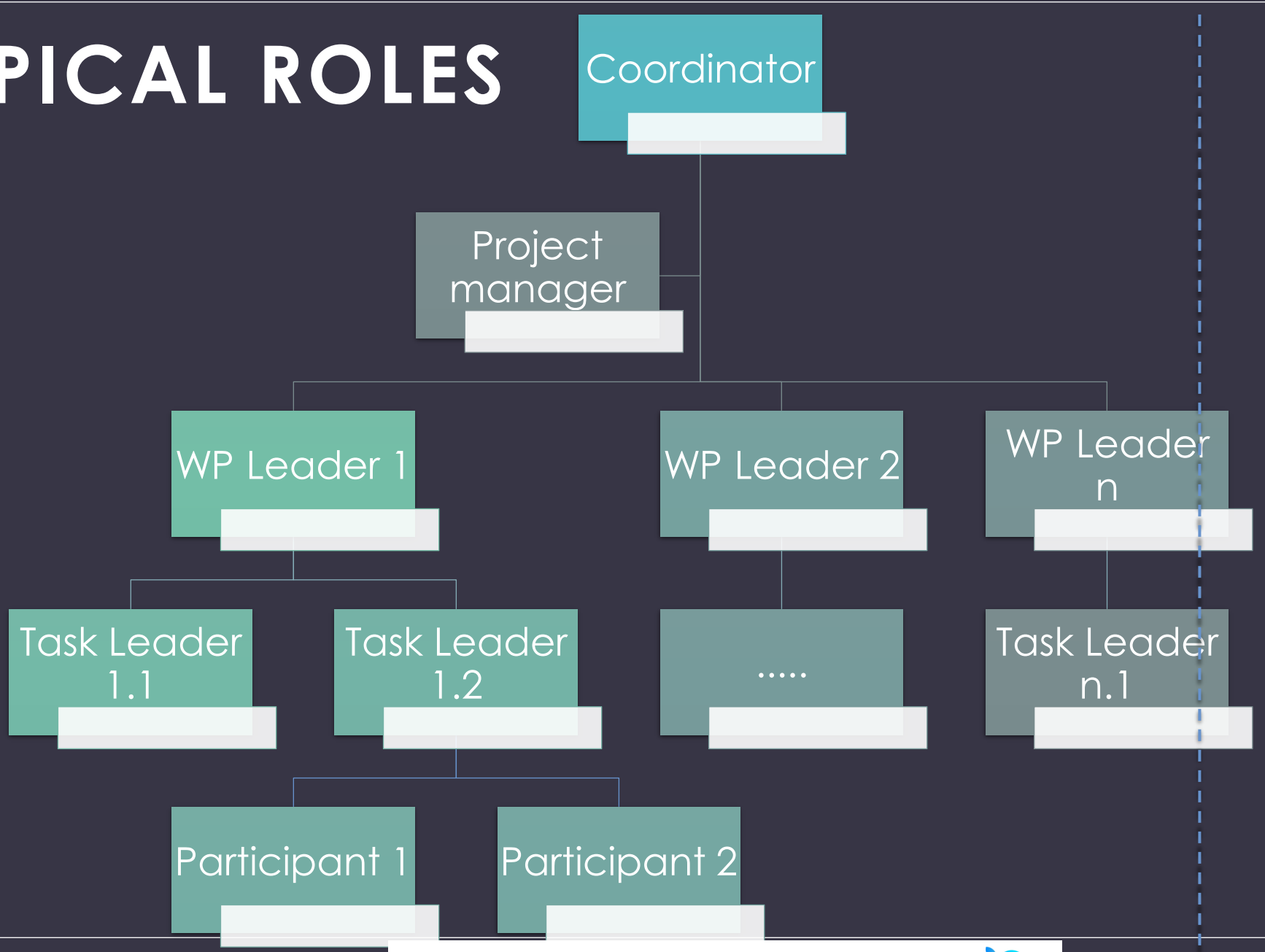
4 TYPICAL ROLES



MGT BOARD

EXECUTIVE BOARD

SCIENTIFIC MANAGER

DISSEMINATION & COMMUNICATIO N MANAGER

EXPLOITATION MANAGER

PROJECT DELIVERY MANAGER

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THE COORDINATOR

Coordinator – management

- • Overall leadership
- • Motivating partners
- • Checking progress
- • Main contact with Commission
- • Strong influence on the work being done
- • High responsibility towards consortium
- • Very time and energy consuming!

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THE WP LEADER

PREPARATION

- Smaller role than coordinator
- Usually part of the core group doing the writing
- Influence on work and outcome
- Focus on a dedicated key part of the project
- Still considerable investment in time and money
- High level of involvement
- Good option for more experienced FP participants

MANAGEMENT

- Role in project board
- Responsibility for a part of the project
- Strong role in reporting
- Motivating and controlling task leaders
- Not as time consuming as being coordinator
- Still high level of influence
- Traineeship for coordinator role

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THE TASK LEADER

PREPARATION

- Small role in writing, if any
- Dedicated to a focussed task
- Good role for specialists
- Low risk if proposal fails
- Low level of involvement
- Good entry point for ambitious beginners

MANAGEMENT

- Usually no role in daily management
- Responsible for own task
- Smaller role in reporting
- Motivating and controlling participants
- Some influence on the project management
- Traineeship for WP leaders

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THE PARTICIPANT

PREPARATION

- Usually very little influence
- Sometimes last minute addition
- Important to look after your own interests
- Virtually no risk if proposal fails
- An easy way to start an H2020 "career"
- Possibility to enter a already running project

MANAGEMENT

- Usually one vote in General Assembly
- Not involved in daily management
- Small role in reporting own work
- Important to stay connected and involved
- Lowest level of responsibility
- Nice way to become familiar with projects

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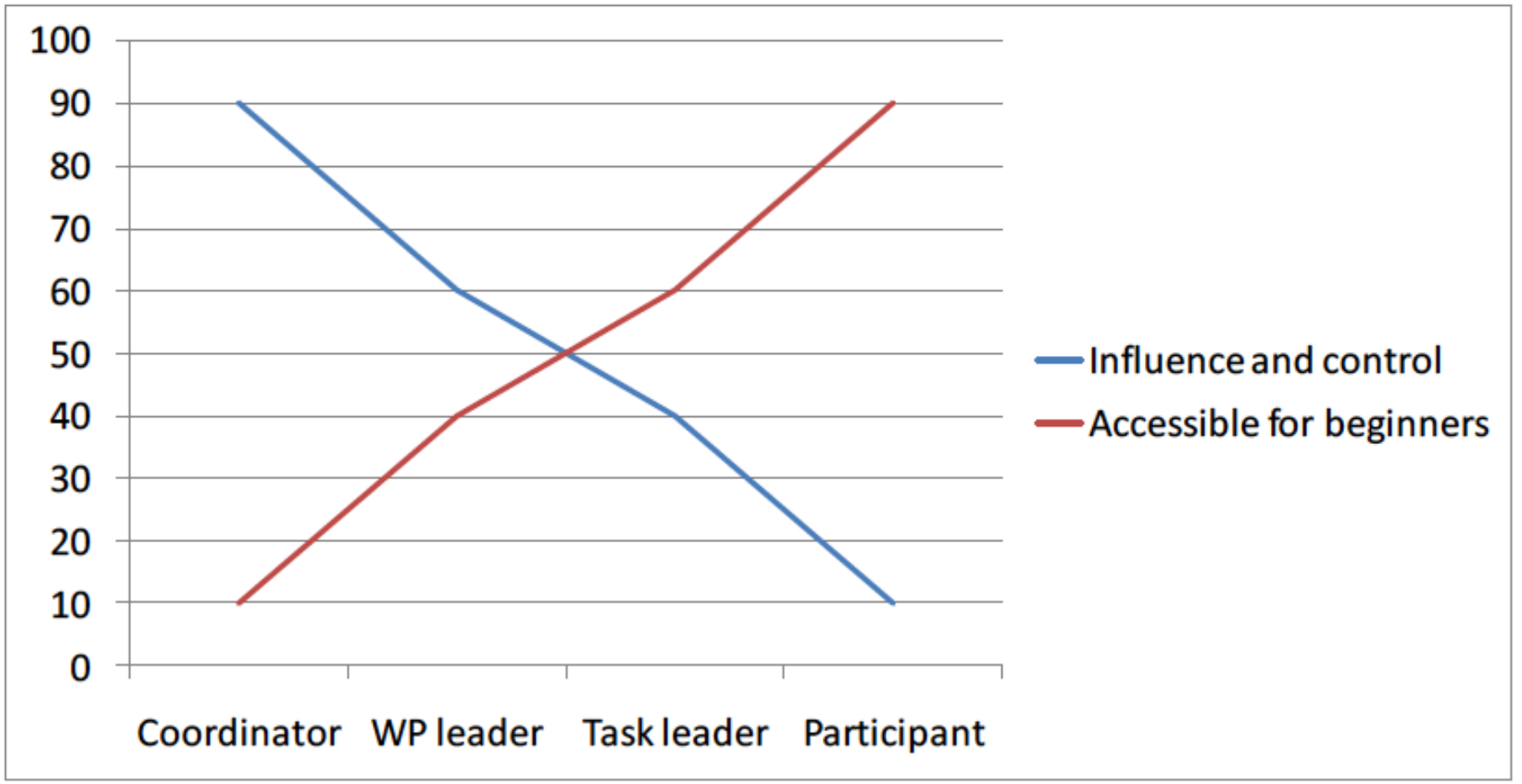
TWO DIMENSIONS .....



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HOW TO CHOOSE YOUR ROLE?

- Variation in involvement and responsibility
- Based on your ambition and experience
- More involvement = more rewarding
- More involvement = more demanding
- Choose the role that fits your own strategy best!

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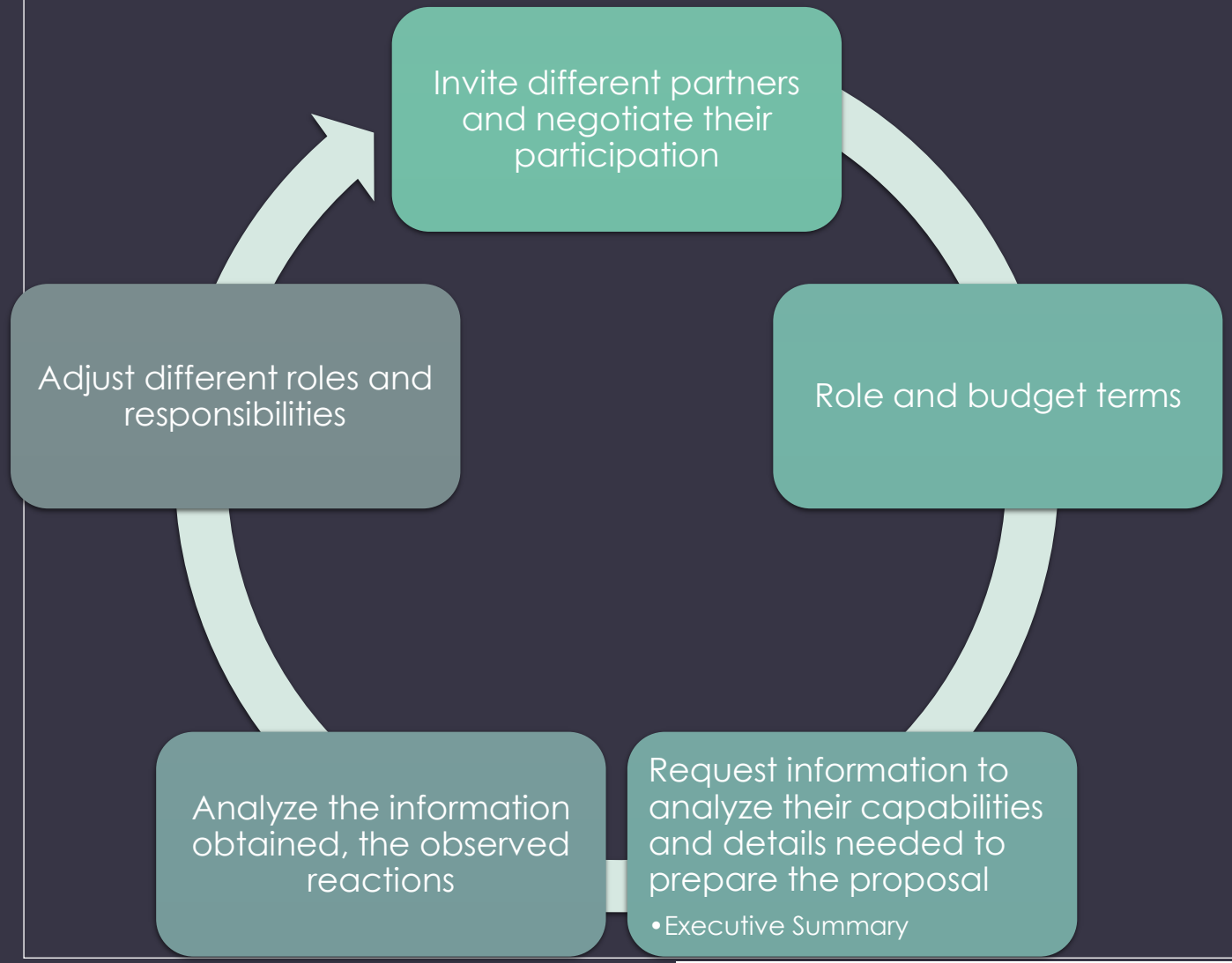
PHASE I. BUILD UP THE CONSORTIUM. ACT



Coordinator - preparation

- Design project set-up
- Build consortium
- Write proposal
- Invest in time and money!!
- Highest risk of proposal being rejected
- Highest level of involvement
- Not easy for beginners

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PHASE I. BUILD UP THE CONSORTIUM

- Analyze critically the structure of the consortium
- Ask for opinions
- Analyze voids and duplicates using RAM
- Analyze budgetary issues and balances between partners
- Analyze the balance of power and leadership

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RESPONSIBLITIES ASSIGNMENT MATRIX (RAM)

WP	Partner 1	Partner 2							Partner n
1	R	●	●	•	•	•			•
2	●	●	R	●	●	•	•	•	•
3	•	R	•	•	●	•			●
4		•	•	●	R		●		
5		•	•	●		●		●	
6		•	•				●		R

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SEARCHING PARTNERS

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WHY SEARCHING A PARTNERS?

- Increase awareness
- Present your potential
- Find specific expertise
- Find partners abroad
- Create added value with a new partner
- Expand into another challenge
- Get value input and form a Quality Team
- Find a coordinator for your project idea/proposal

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INVITED TO JOIN A CONSORTIUM?

- Can be the easiest way to get involved
- BUT be sure that it is right for you
  - – What do you know about the consortium and its members?
  - – Do you know who is Co-ordinating it?
  - – Is the project appropriate for you?
  - – Are you happy with your proposed role?
  - – Are you happy with your proposed funding?
  - – Have you checked this with your organisation – it is the organisation that will be the 'partner', not you
- **The consortium can change up until the contract is signed (if successful)**

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LOOKING TO JOIN A CONSORTIUM?

- Be focused and know what you want to do
- Find out who the key researchers are
- Take up all opportunities for contact
- Raise your profile
- Consider what your 'unique selling point' is
- Attend EC Information days – good networking opportunity (see later for more information)
- Use networks and JPIs, ETPs etc. to "advertise" your availability
- Scope potential collaboration opportunities for the future by joining COST Actions – www.cost.eu

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FIRST

PREPARE YOUR EXECUTIVE SUMMARY

Fundamental tool to "sell" your project;

How the project fits in the call specificities;

It can be used to identify which consortium will be needed.

Encompasses the project and its area;

Mentions the potential impact of the project;

START SEARCHING PARTNERS

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SETUP A CONSORTIUM

Prepare a executive summary of the proposal (maximum 1 page).

It is not necessary and should not be extensive.

Do not reveal critical information.

Design your consortium in line with the objectives of the project.

Choose an enthusiastic experienced partners, who has the time and resources available!

Choose motivated and committed partners in the delivery of information

SETUP A CONSORTIUM

Build a credible balanced consortium - complementarity!

Take into account geographical distribution, experience, type (eg SMEs)

Check the reputation and resources of your partners!

Consider the language barrier and cultural differences!

Choose the partners you would like to work with in a few years

Develop mutual trust!

WHAT SHOULD MY CONSORTIUM LOOK LIKE?

- Meet minimum requirements (see previous slides)
- Additional legal entities depending on the project: each project will be different
- Strong emphasis on 'Innovation' in Horizon 2020 – where appropriate include non-academic sector partners, e.g. SMEs
- Consider whether consortium composition might contribute to: interdisciplinarity, use of stakeholder knowledge, communication with target audiences, etc.

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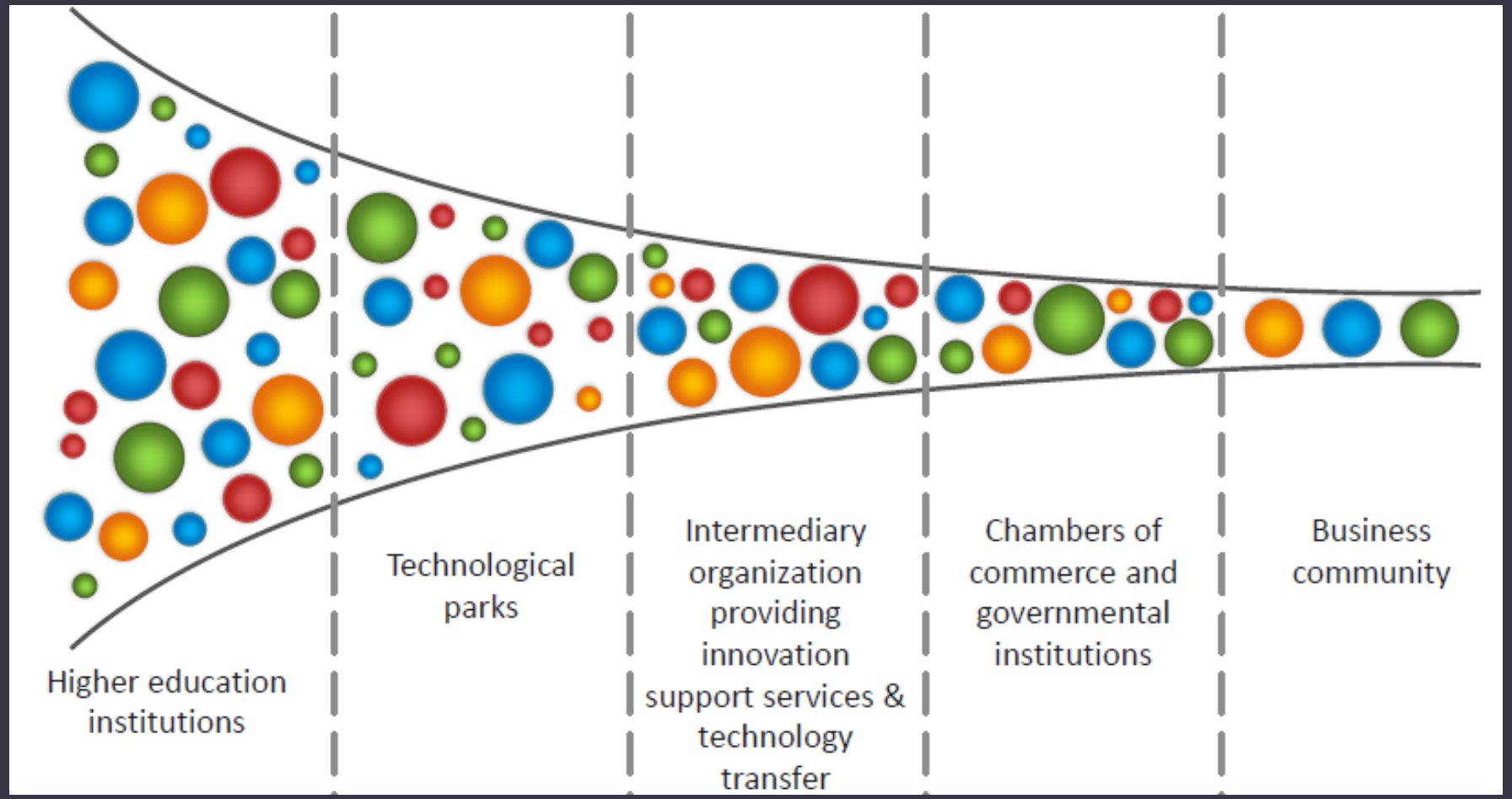
DEFINE THE VALUE CHAIN



DETECT

- Complementaritie
- Added value
- Missing categories
- Types
- Duplicities
- Experience
- Know-how
- Distribution
- Rank
- Infrastructures

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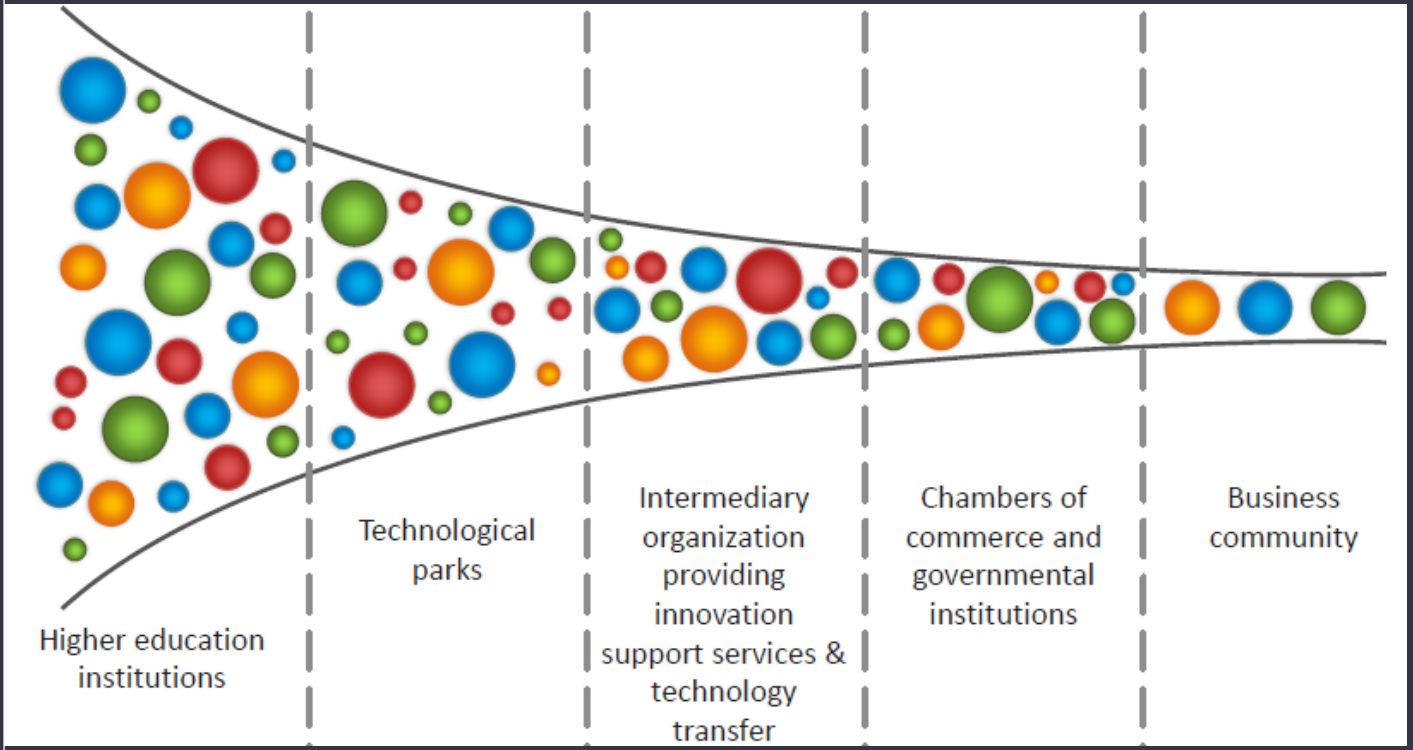
DEFINE THE VALUE CHAIN



Principal consortium

- Core of the project;
- Basic partners to build the project;
- With previous joint work experience (preferred).

Global consortium

- Implements the project;
- It has to comply with all requirements of call;
- Representative composition of EU.

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CONSORTIUM FEATURES

- TO AVOID
  - Partners, mainly companies, which among them are direct competition
  - Partners who are interested only in the grant

- KEY ISSUES
  - When incorporating SMEs
    - Credibility
    - Be careful with Audits
    - Inform them that they will spend and recover the funding later
    - Cash flow is important, especially at the end of the project

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HOW TO BUILD A WINNING CONSORTIUM – AS A COORDINATOR

- All of the above hints apply. In addition, the following points should be kept in mind:
- **Explain your idea clearly** – draft a convincing document that presents your project idea, your competences and the competences that you are looking for in potential partners.
- **Argue your case** – demonstrate your excellent knowledge of the subject at hand, your ability and willingness to launch a European project, as well as your managerial and personal skills.
- **Tap into your network** – recruit project members whose know-how you can assess and fit into the project.
- **Spread the word** – publish a partner search on dedicated websites, your own website or on LinkedIn.

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HOW TO BUILD A WINNING CONSORTIUM – AS A COORDINATOR

- **Check out past EU projects in the domain of your targeted call.** Partners in these projects are likely to be central players in this field. Information on past projects is mostly readily available on the European Commission websites. Most projects also have their own websites.
- **Make sure you are on target** – during the proposal phase, coordinators are not encouraged to contact the European Commission, but it is still possible to obtain clarification on doubts you might have concerning the general scope of the call.
- **National Contact Points** can ask questions on the behalf of proposal coordinators. Questions should, however, be general and concern the interpretation of the call text. European Commission Project Officers (staff in charge of calls) are reluctant to answer questions that are very specific to one Horizon 2020 proposal.

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CONSORTIUM: INTERNAL FEATURES

Many unknown, essential to know and analyze them

- Commitment to the project
- Real availability of resources
- Real interest in the project, its results and expectations
- "Positive" financing need
- Ability to collaborate and share with other institutions, very different and geographically distant
- Know the implications of a EU project within each of the organizations
- Knowledge of other partners
- Flexibility
- Management capacity
- Budgetary balance between partners

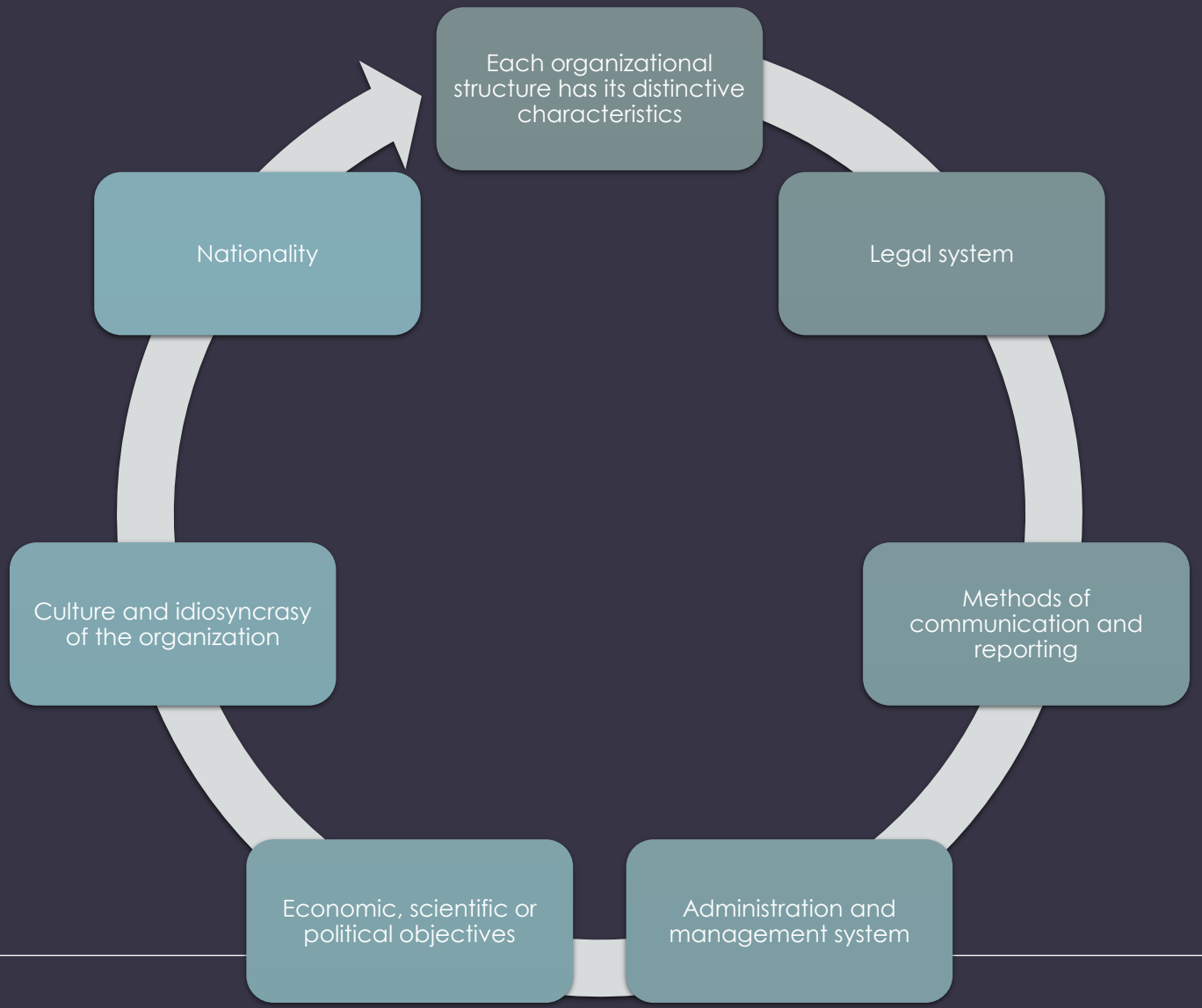
CONSORTIUM: EXTERNAL FEATURES

Many unknown, essential to know and analyze them

- Competence according to the role assigned to it
- Ability to do the work and take on the European funding model
- Balance between different types of organization and roles
- European dimension
- Meet legal requirements
- Meet CE requirements. Framework program / call / instrument + hidden requirements

CONSORTIUM: FACTORS TO CONSIDER

The project can be influenced by each of these characteristics in a decisive way



CONSORTIUM: FACTORS TO CONSIDER

CAPACITY vs. AVAILABILITY

- Resources are usually **only** committed after the project has been approved (generally in full implementation phase)
- The planning is done, therefore, **assuming infinite resources**
- **Competitiveness** in the calls, encourages the presentation of more projects than can be done effectively.

DANGER. Death by success

- Usually, the inclusion of **prestigious partners** implies little real availability

Benefit in the proposal phase, DANGER in the project phase

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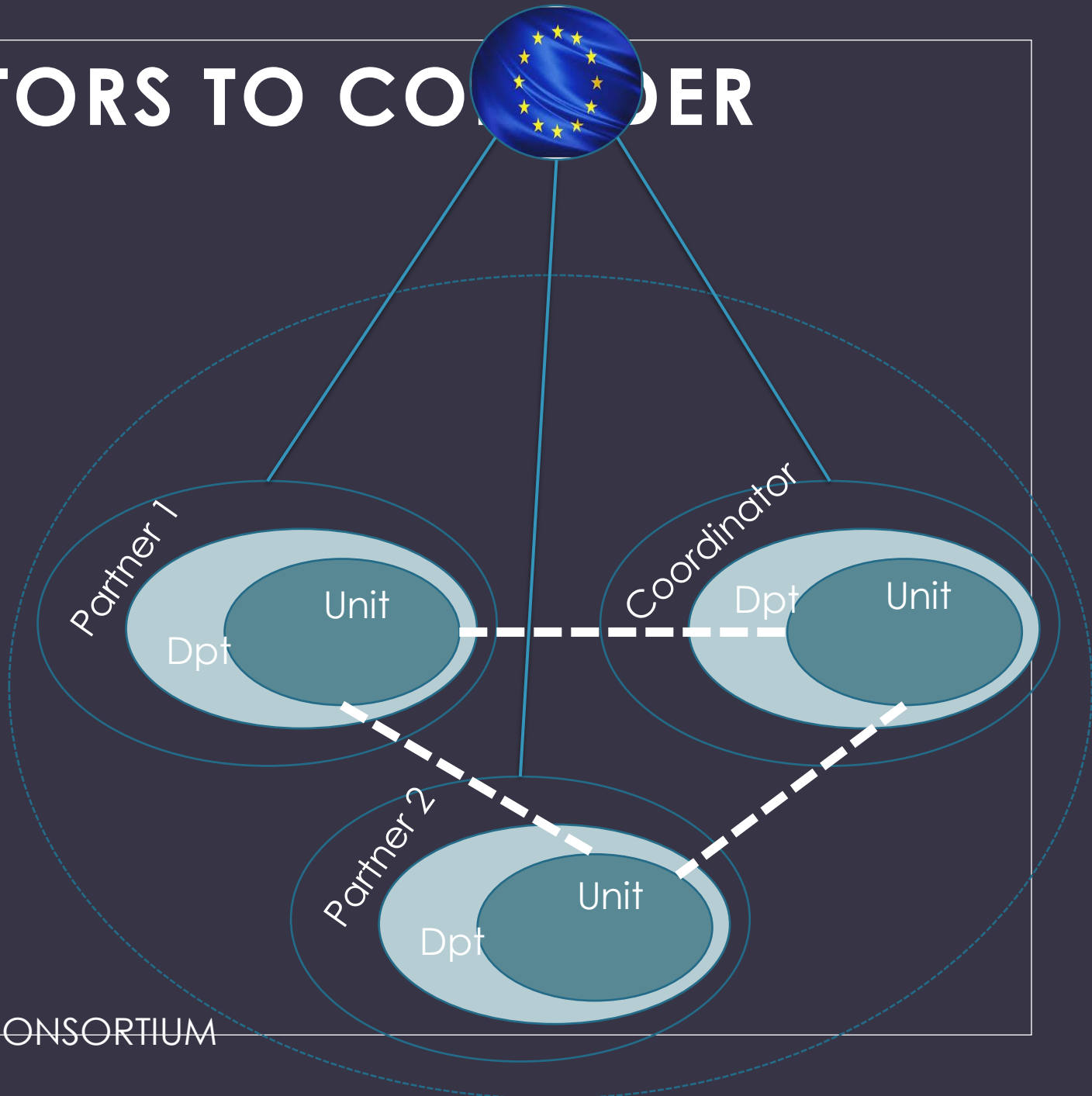
CONSORTIUM: FACTORS TO CO[illegible]DER

RESPONSIBILITY

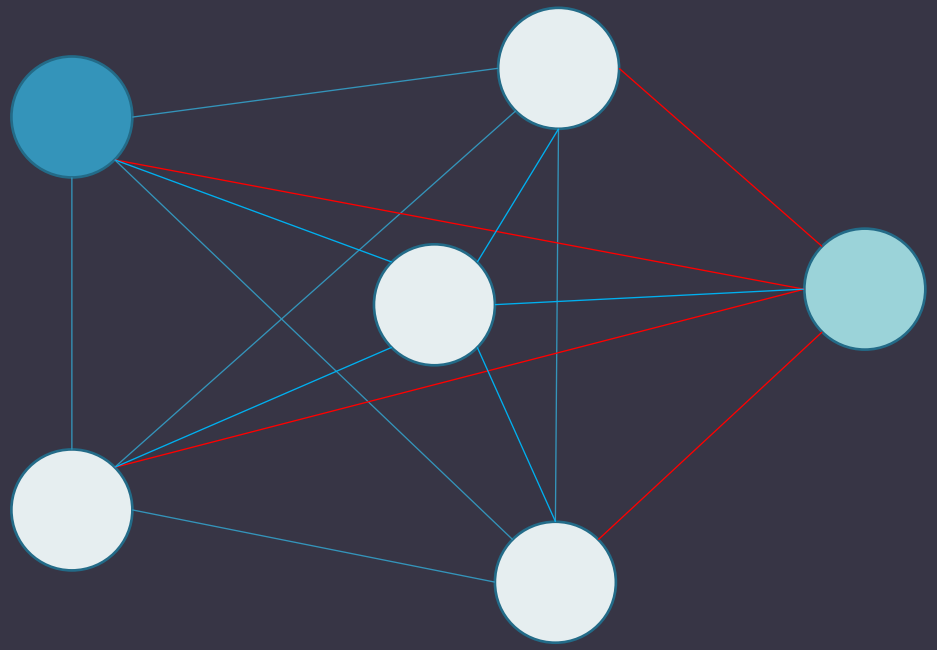
vs AUTHORITY

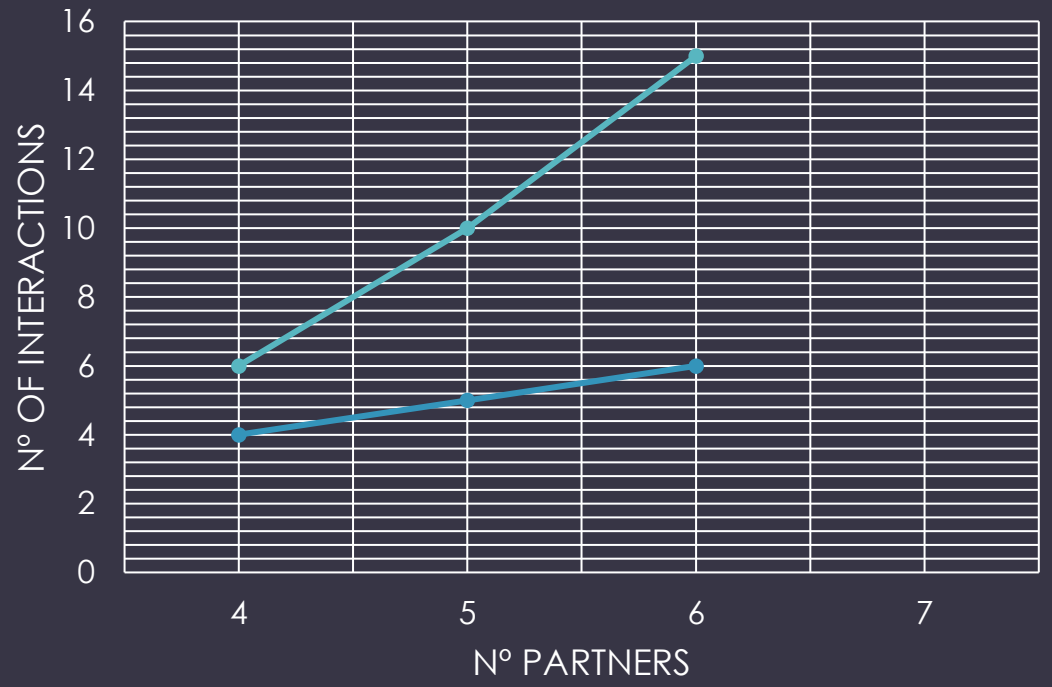
Coordinator, main problem, is the contradiction between an important responsibility (as visible leader of the project) and the lack of authority over the partners (since contractually there are no hierarchies).



CONSORTIUM: FACTORS TO CONSIDER

Complexity grows with each partner, due to the number of possible interactions





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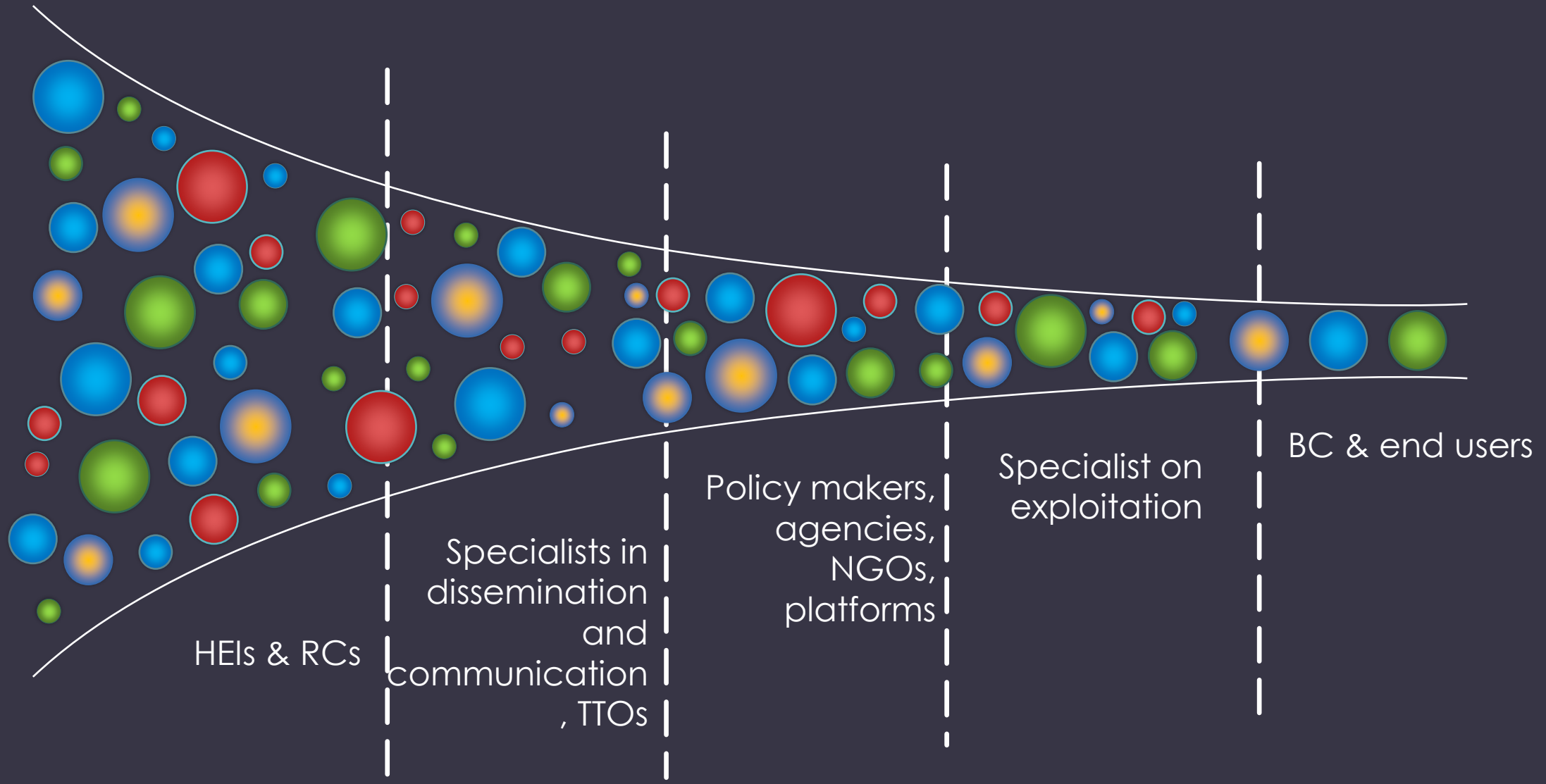
CONSORTIUM: FACTORS TO CONSIDER



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TOOLS

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SEARCHING A PARTNER

Internal resources	Databases	EU activities	Prescriptions	Others
• Previous experiences • TTOs	• CORDIS • IDEAL-LIST • Labs Explorer	• EU conferences • Info Days • EU platforms meetings • COST actions	• Personal recommendation guarantees success? • To be previously verified	• LinkedIn groups • EEN request profiles • NCP networks (CARE) • NET4society • Innovation place • Brokerage events and match making • Trade exhibitions • Social media

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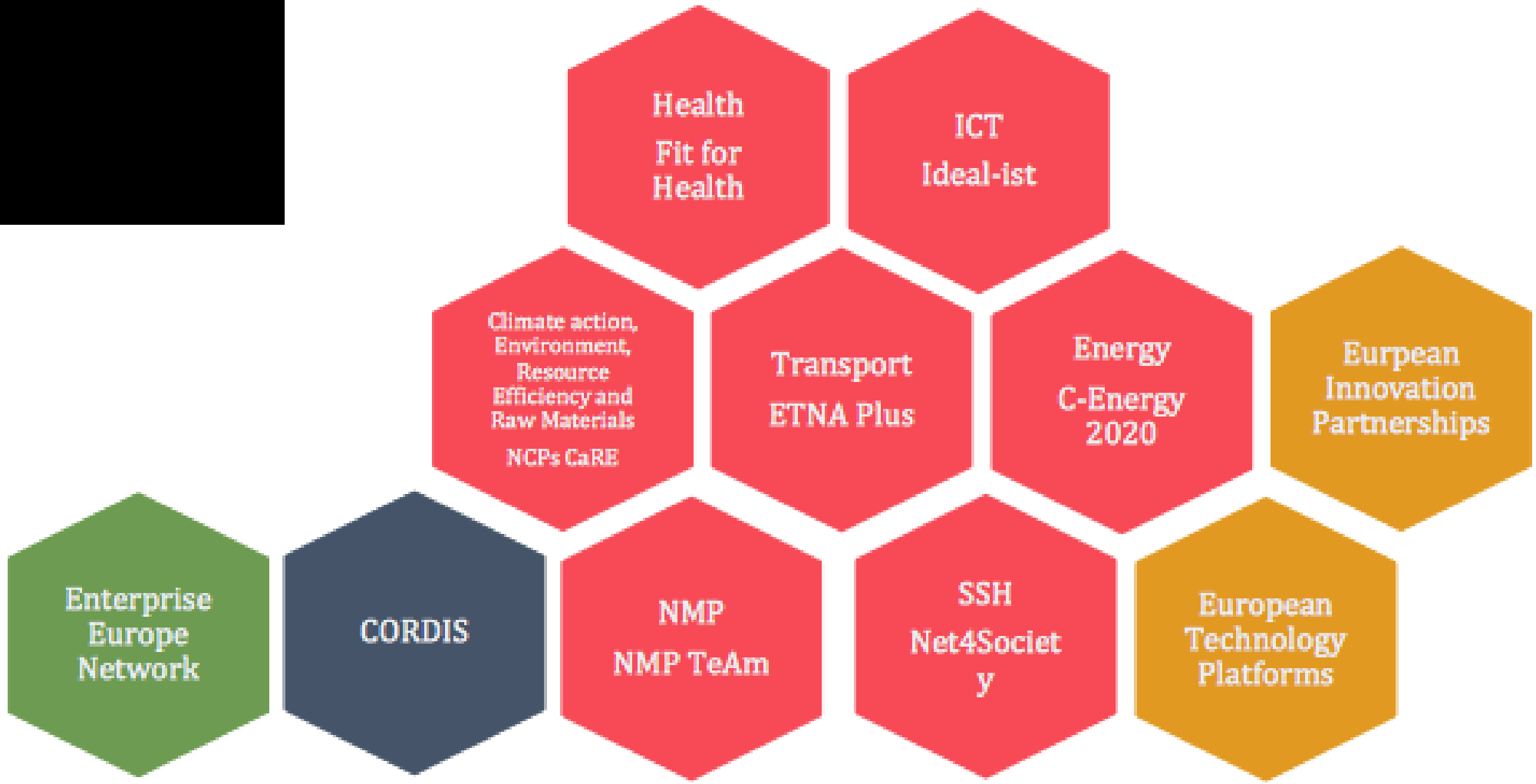

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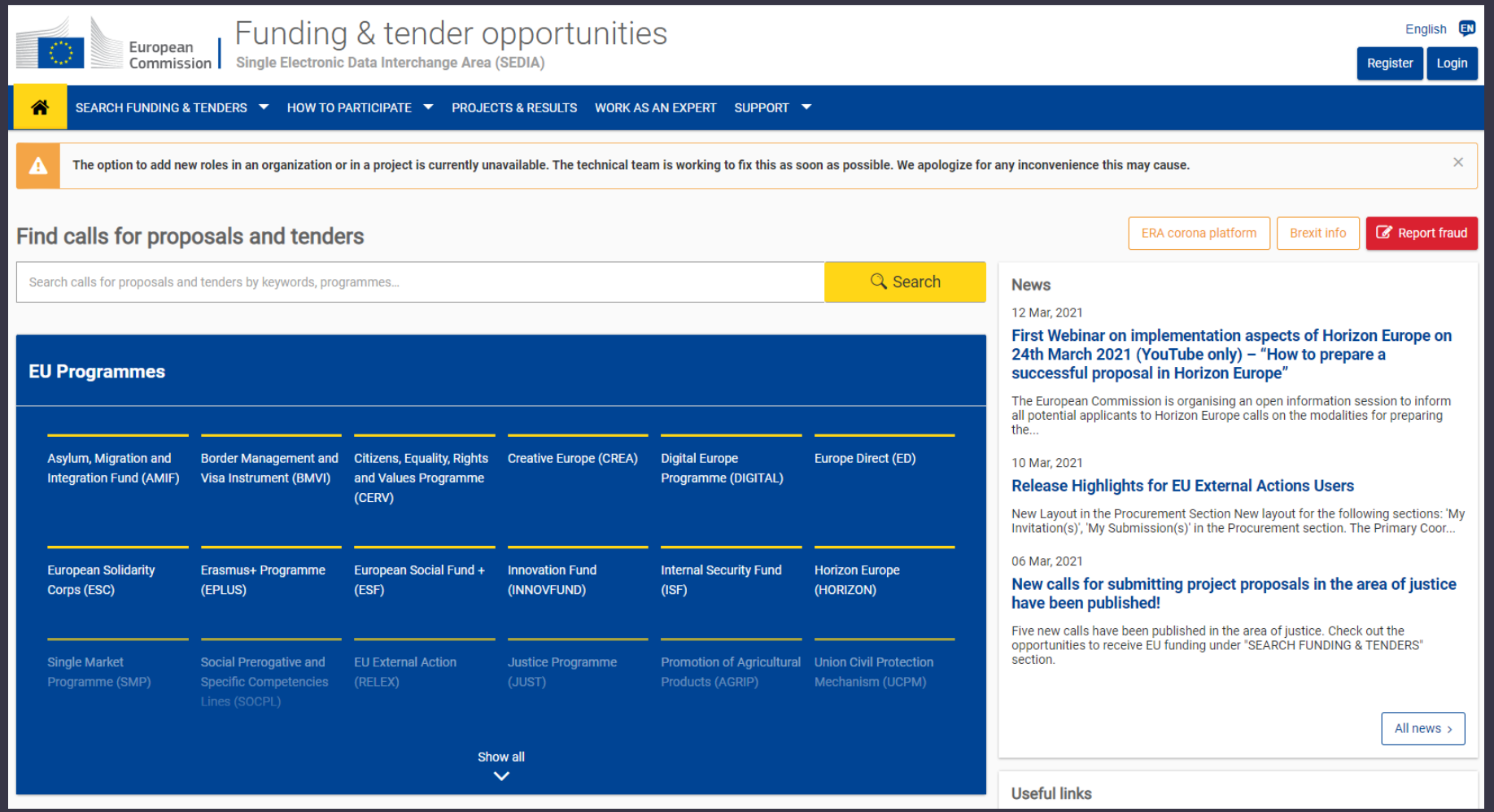
Funding & Tender portal: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home



https://cordis.europa.eu/partners/web/guest/home

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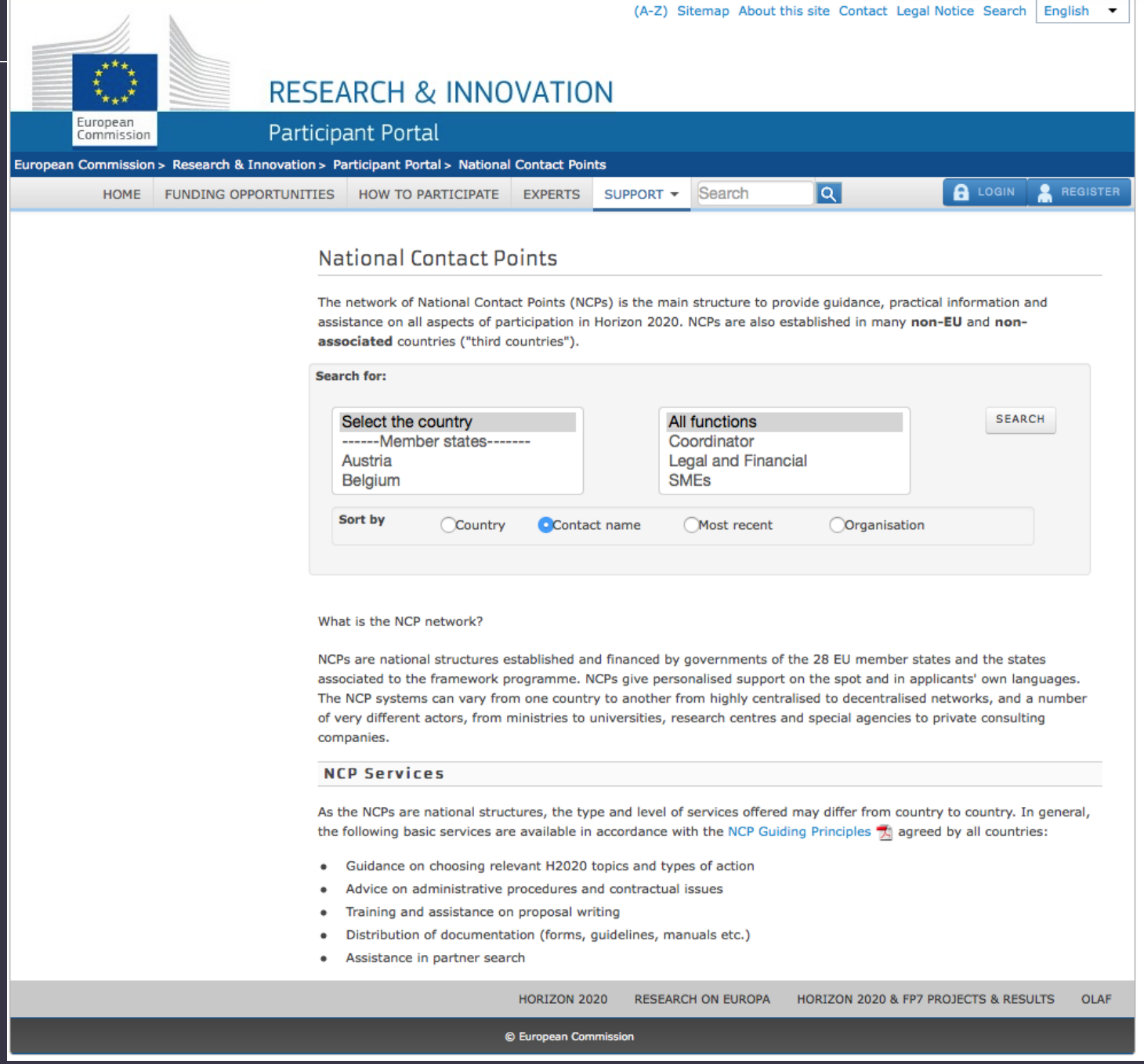

http://ec.europa.eu/r /support/national_conta ct_points.html

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Factories of the Future: #FoF_EU
Energy-efficient Buildings: #EeB_EU
Sustainable Process Industry: #SPIRE_EU
European Green Vehicles Initiative: #EGVI_EU

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Launch a New Partner Search

Proposers' Toolbox

NEW!! Pre-Proposal Check Tool

Ideal-ist, a network of National Contact Points, helps companies and research organizations worldwide with the European Commission's research programme - Horizon 2020. Learn more About Ideal-ist

Open calls View All

- FET Proactive – High Performance Computing
  Deadline: 26/09/2017
- H2020-CIP-2016-2017
  Deadline: 24/08/2017
- H2020-FETOPEN-2016/2017
  Deadline: 27/09/2017
- H2020-IND-CE-2016-17
  Deadline: 05/09/2017
- H2020-SC6-CULT-COOP-2016-2017
  Deadline: 13/09/2017
- H2020-SMEINST-2016-2017
  Deadline: 08/11/2017
- Other H2020 calls - looking for ICT expertise - WP 2016-17

Recent Partner Searches

- PS-IT-103246: Project for the construction of relational android prototype for use in risk conditions (aerospace, mining, underwater), discomfort (ecological, health, weather) and contamination (chemical, nuclear, bacteriological)
- PS-IL-104792: NeuroCust
- PS-IT-104713: Music Fan
- PS-ES-104657: DIALOBE
- PS-IT-104663: SMILE Smart Management platform for Irrigation & suppLy drinking watEr
- PS-ES-104622: COllaborative Management for URban Allotment

View All

ICT Events View All

- NEM Summit 2017
- Intelligent Transport Systems 2017

ICT News View All

- The contractual Public-Private Partnership (cPPP) on cybersecurity was launched
- Announcement of the 2nd RAWFIE Open Call for recipients of financial support (Other calls)

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M. Taner Aktas · Propietario del grupo
Founder of GLOBAL INNOVATION SERVICES, Inc. 60,000+ Connections, …

Looking for partners: ICT-32-2017 Startup Europe for Growth and Innovation Radar Call

We are looking for partners to join our project consortium in ICT-32-2017 Startup Europe & Innovation Radar Call for Proposals, which supports actions for helping established startups and prospective entrepreneurs to achieve market success & raise br… Mostrar más

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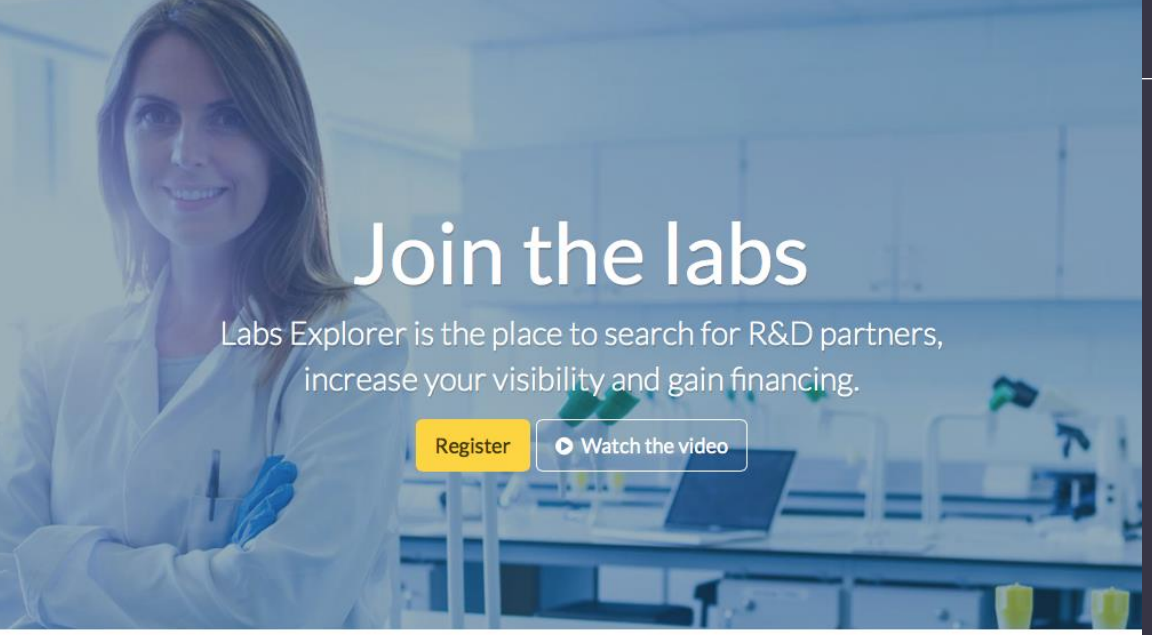

The platform for better research collaboration.

Find R&D partners
Explore, compare and connect with more than 100,000 labs worldwide.

Show your expertise
List your lab and access new collaboration opportunities.

Sell and order services
Reach a whole new range of buyers for your services, products and facilities.

Outsource scientific experiments and access lab equipment.


Analysis Service


Measurement Service


Consumable Lab Supply


Custom Solution Development

Energy	ICT	Bio-based economy	Production and processes	Transport
Biofuels	ARTEMIS	FABRE TP	ECTP	ACARE
SmartGrids	ENIAC	Food	ESTEP	ERRAC
TPWind	ISI	GAH	ETP SMR	ERTRAC
Photovoltaics	Net!Works	NanoMedicine	Manufuture	Waterborne
ZEP	NEM	Plants	FTC	ESTP
SNETP	NESSI	Forest-based	WSSTP	
RHC	EUROP		SusChem	
	EPoSS		EuMaT	
	Photonics21		IndustrialSafety	

http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=eip#eips

https://www.labsexplorer.com

Climate action, Environment, Resource Efficiency and Raw Materials

NCPs CaRE

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Partner search tool

Survey on Partner Search Tool

Did you find partners for your project proposal? Or started a collaboration for any future project? Please fill this **short survey** (3 min) to help us get an impression of the successfulness of this tool! The survey will be accessible till **15. May 2017**. Thank you.

Partner Search - Partner Offer

This partnering tool supports potential applicants for the Horizon 2020 Work programme of the **Societal Challenge 5 "Climate action, environment, resource efficiency and raw materials"** in finding partners and building a consortium for a project proposal (see below under "*Please note*" on **thematically co-relating topics**).

The partnering tool helps you to find cooperation possibilities within the work programme for the **topics in 2016 and 2017 of the Societal Challenge 5**. It can be used in the following ways:

Step 1: In order to submit your own partner offer or partner search you first have to register.

Step 2: Next to providing your contact details, you should give a brief description of your organization. It is important that you provide some key words describing your field of research/innovation and that you specify your interest and the experience, expertise and know-how you/your organization has to offer in relation to one of the listed topics of the Societal Challenge 5. In order to guarantee topic specific posts, selection is limited to one topic per offer. If more than one topic suit your interest and expertise, you will have to make several posts.

Step 3:

- **Partner Offer** - Researchers who offer their research expertise and who seek for collaboration in possible project consortia and
- **Partner Search** - Researchers or consortia with a definite idea for a project who are looking for further partners to complement the expertise scope of the consortium

Step 4:

Partnersearch Login

Username (E-Mail address):

Password:

login

- Registration
- Password lost?

Partner search

- Partner Search Home
- Search for Partner Entries
- Search for Partner Profiles
- List of Partner Searches
- List of Partner Offers

- Other NCP partner search tools

http://www.ncps-care.eu
http://www.net4society.eu

Net 4 Society




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- Research Directory
- Partner Search Support
- Horizon 2020 Call Information
- Other SSH Funding Opportunities
- SSH Events
- Increasing SSH Visibility
- SSH Integration in H2020
- Library and Links
- Newsletters

- Login for SC6 NCPs

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Net4Society - International network of National Contact Points (NCPs) for the Societal Challenge 6 in Horizon 2020

Net4Society is the international network of National Contact Points for the Societal Challenge 6 ("Europe in a changing world: inclusive, innovative and reflective societies") in Horizon 2020. National Contact Points (NCPs) are set up to guide researchers in their quest for securing EU funding.

This website is aimed at researchers and stakeholders interested in Horizon 2020's Societal Challenge 6 "Europe in a changing world". It is particularly relevant for researchers from the Socio-Economic Sciences and Humanities (SSH). The information on this website will help you find funding opportunities for your research project and provide you with up-to-date information on the European Commission's funding schemes.

Democracy and Europe
Our common future?

HIGHLIGHTS

30.10.2017 - 31.10.2017 | LISBON, PORTUGAL

Net4Society: Democracy and Europe - Our Common Future?

The conference "Democracy and Europe", organized by Net4Society, aims to bring together perspectives that look at the past, tackle present challenges and look into the future of democracy in Europe and beyond. The conference is open to researchers, companies, policy makers or anyone with an interest in Europe's democratic future. This encounter of multiple perspectives and actors – academics, civil society, and policy-makers – is of utmost importance to help us move towards a more democratic society. [more]

09.06.2017

Success stories in SSH integration

Net4Society developed a compilation of factsheets on SSH integration. The series contains illustrations of all Societal Challenges throughout Horizon 2020 presenting best practice examples of successful SSH integration. [more]

Search

LATEST NEWS

21.06.2017
Open Call in JPI "A healthy diet for a healthy life" - Deadline 29 August 2017
[more]

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Tweets by Net4Society

PARTNER COUNTRIES

DOCUMENTS

Successful integration of SSH in Horizon2020
[PDF - 1.03 MB]

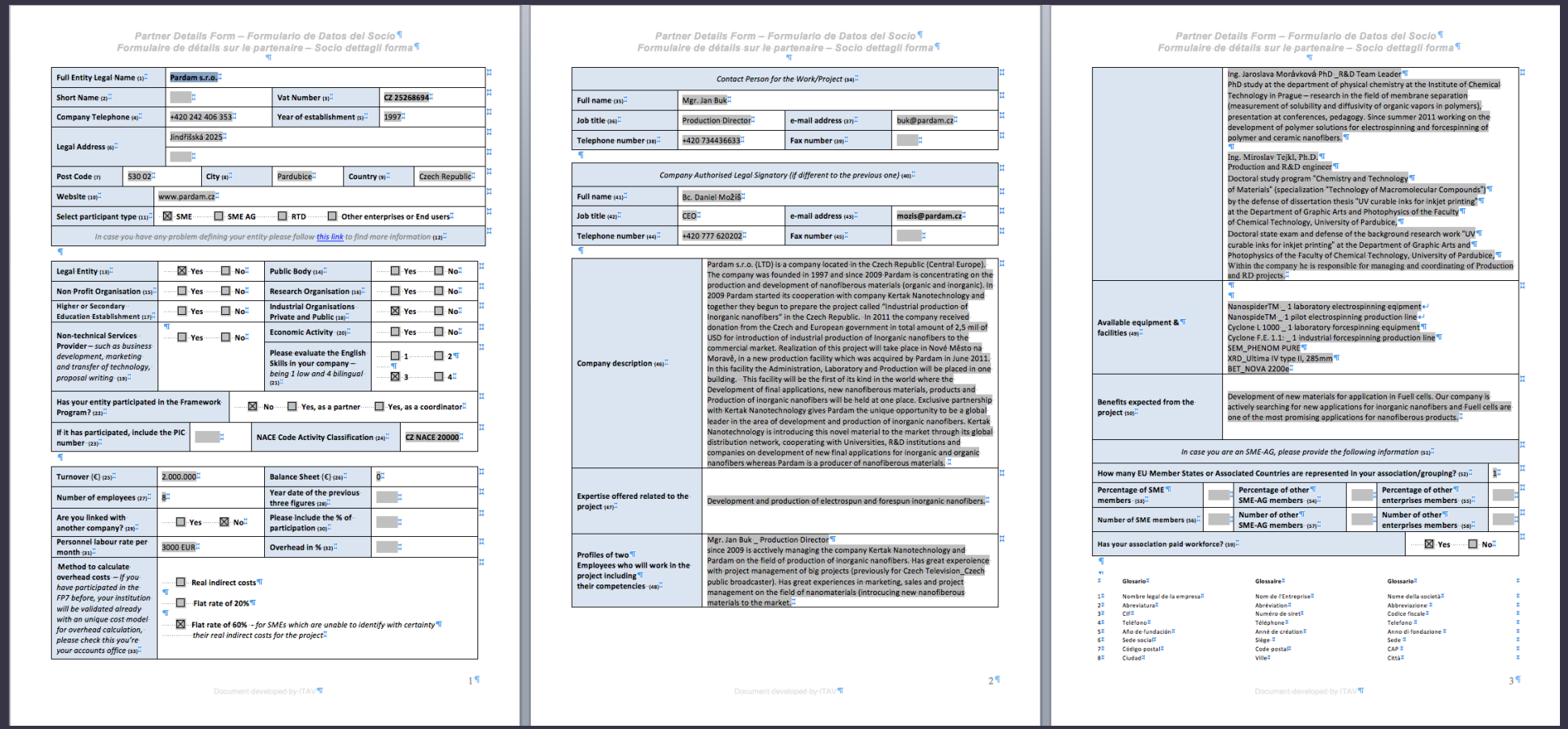
Keys to successful integration of social sciences and humanities (SSH) in H2020

Opportunities for SSH Researchers (Update 2017)
[PDF - 8.57 MB]

A compilation of SSH relevant topics in all parts of the Horizon 2020 Work Programme for 2016/2017

Net4Society Project leaflet
[PDF - 786.6 kB]

EEN PARTNER REQUEST



Partner Details Form – Formulario de Datos del Socio
Formulaire de détails sur le partenaire – Socio dettagli forma

Full Entity Legal Name (1)	Pardam s.r.o.				
Short Name (2)		Vat Number (3)	CZ 25268694		
Company Telephone (4)	+420 242 406 353	Year of establishment (5)	1997		
Legal Address (6)	Jindřišská 2025				
Post Code (7)	530 02	City (8)	Pardubice	Country (9)	Czech Republic
Website (10)	www.pardam.cz				
Select participant type (11)	☒ SME ☐ SME AG ☐ RTD ☐ Other enterprises or End users				
In case you have any problem defining your entity please follow this link to find more information (12)					

Legal Entity (13)	☒ Yes ☐ No	Public Body (14)	☐ Yes ☐ No
Non Profit Organisation (15)	☐ Yes ☐ No	Research Organisation (16)	☐ Yes ☐ No
Higher or Secondary Education Establishment (17)	☐ Yes ☐ No	Industrial Organisations Private and Public (18)	☒ Yes ☐ No
Non-technical Services Provider – *such as business development, marketing and transfer of technology, proposal writing* (19)	☐ Yes ☐ No	Economic Activity (20)	☐ Yes ☐ No
		Please evaluate the English Skills in your company – *being 1 low and 4 bilingual* (21)	☐ 1 ☐ 2 ☒ 3 ☐ 4
Has your entity participated in the Framework Program? (22)	☒ No ☐ Yes, as a partner ☐ Yes, as a coordinator		
If it has participated, include the PIC number (23)		NACE Code Activity Classification (24)	CZ NACE 20000

Turnover (€) (25)	2.000.000	Balance Sheet (€) (26)	0
Number of employees (27)	8	Year date of the previous three figures (28)	
Are you linked with another company? (29)	☐ Yes ☒ No	Please include the % of participation (30)	
Personnel labour rate per month (31)	3000 EUR	Overhead in % (32)	
Method to calculate overhead costs – *If you have participated in the FP7 before, your institution will be validated already with an unique cost model for overhead calculation, please check this you're your accounts office* (33)	☐ Real indirect costs ☐ Flat rate of 20% ☒ Flat rate of 60% - *for SMEs which are unable to identify with certainty their real indirect costs for the project*		

1

Partner Details Form – Formulario de Datos del Socio
Formulaire de détails sur le partenaire – Socio dettagli forma

Contact Person for the Work/Project (34)			
Full name (35)	Mgr. Jan Buk		
Job title (36)	Production Director	e-mail address (37)	buk@pardam.cz
Telephone number (38)	+420 734436633	Fax number (39)	

Company Authorised Legal Signatory (if different to the previous one) (40)			
Full name (41)	Bc. Daniel Možiš		
Job title (42)	CEO	e-mail address (43)	mozis@pardam.cz
Telephone number (44)	+420 777 620202	Fax number (45)	

Company description (46)	Pardam s.r.o. (LTD) is a company located in the Czech Republic (Central Europe). The company was founded in 1997 and since 2009 Pardam is concentrating on the production and development of nanofiberous materials (organic and inorganic). In 2009 Pardam started its cooperation with company Kertak Nanotechnology and together they begun to prepare the project called "Industrial production of Inorganic nanofibers" in the Czech Republic. In 2011 the company received donation from the Czech and European government in total amount of 2,5 mil of USD for introduction of industrial production of inorganic nanofibers to the commercial market. Realization of this project will take place in Nové Město na Moravě, in a new production facility which was acquired by Pardam in June 2011. In this facility the Administration, Laboratory and Production will be placed in one building. This facility will be the first of its kind in the world where the Development of final applications, new nanofiberous materials, products and Production of inorganic nanofibers will be held at one place. Exclusive partnership with Kertak Nanotechnology gives Pardam the unique opportunity to be a global leader in the area of development and production of inorganic nanofibers. Kertak Nanotechnology is introducing this novel material to the market through its global distribution network, cooperating with Universities, R&D institutions and companies on development of new final applications for inorganic and organic nanofibers whereas Pardam is a producer of nanofiberous materials.
Expertise offered related to the project (47)	Development and production of electrospun and forespun inorganic nanofibers.
Profiles of two Employees who will work in the project including their competencies (48)	Mgr. Jan Buk _ Production Director since 2009 is acctively managing the company Kertak Nanotechnology and Pardam on the field of production of inorganic nanofibers. Has great experoience with project management of big projects (previously for Czech Television_Czech public broadcaster). Has great experiences in marketing, sales and project management on the field of nanomaterials (introcucing new nanofiberous materials to the market.

2

Partner Details Form – Formulario de Datos del Socio
Formulaire de détails sur le partenaire – Socio dettagli forma

	Ing. Jaroslava Morávková PhD _R&D Team Leader PhD study at the department of physical chemistry at the Institute of Chemical Technology in Prague – research in the field of membrane separation (measurement of solubility and diffusivity of organic vapors in polymers), presentation at conferences, pedagogy. Since summer 2011 working on the development of polymer solutions for electrospinning and forcespinning of polymer and ceramic nanofibers. Ing. Miroslav Tejkl, Ph.D. Production and R&D engineer Doctoral study program "Chemistry and Technology of Materials" (specialization "Technology of Macromolecular Compounds") by the defense of dissertation thesis "UV curable inks for inkjet printing" at the Department of Graphic Arts and Photophysics of the Faculty of Chemical Technology, University of Pardubice, Doctoral state exam and defense of the background research work "UV curable inks for inkjet printing" at the Department of Graphic Arts and Photophysics of the Faculty of Chemical Technology, University of Pardubice, Within the company he is responsible for managing and coordinating of Production and RD projects.
Available equipment & facilities (49)	NanospiderTM _ 1 laboratory electrospinning eqipment NanospideTM _ 1 pilot electrospinning production line Cyclone L 1000 _ 1 laboratory forcespinning equipment Cyclone F.E. 1.1; _ 1 industrial forcespinning production line SEM_PHENOM PURE XRD_Ultima IV type II, 285mm BET_NOVA 2200e
Benefits expected from the project (50)	Development of new materials for application in Fuell cells. Our company is actively searching for new applications for inorganic nanofibers and Fuell cells are one of the most promising applications for nanofiberous products.

In case you are an SME-AG, please provide the following information (51)

How many EU Member States or Associated Countries are represented in your association/grouping? (52)					1
Percentage of SME members (53)		Percentage of other SME-AG members (54)		Percentage of other enterprises members (55)	
Number of SME members (56)		Number of other SME-AG members (57)		Number of other enterprises members (58)	
Has your association paid workforce? (59)	☒ Yes ☐ No				

	Glossario	Glossaire	Glossario
1	Nombre legal de la empresa	Nom de l'Entreprise	Nome della società
2	Abreviatura	Abréviation	Abbreviazione
3	CIF	Numéro de siret	Codice fiscale
4	Teléfono	Téléphone	Telefono
5	Año de fundación	Année de création	Anno di fondazione
6	Sede social	Siège	Sede
7	Código postal	Code postal	CAP
8	Ciudad	Ville	Città

3

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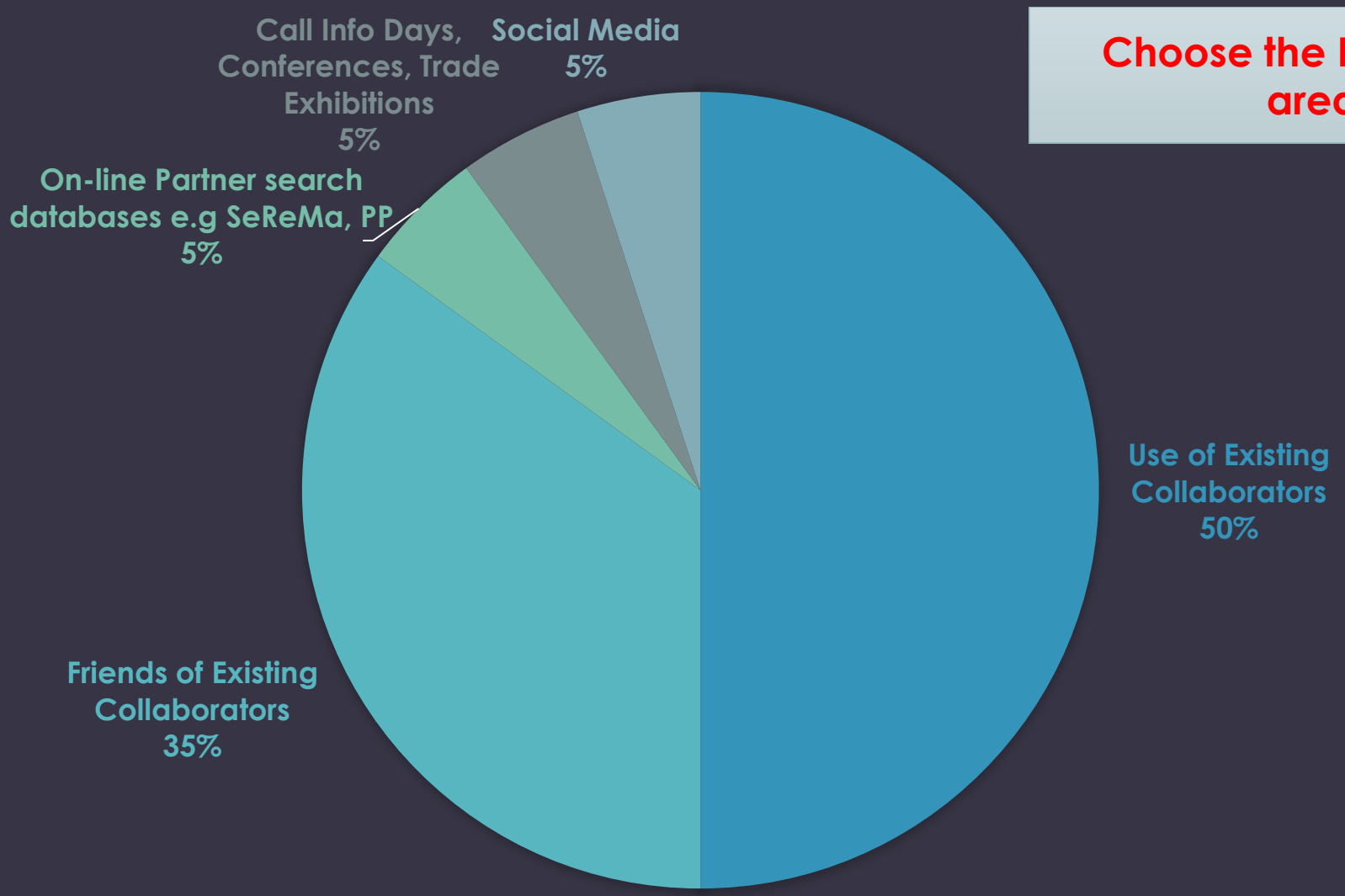
FINDING PARTNERS



Choose the Best in the area!

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KEY INFO TO BE REQUESTED

- Each partner of the consortium must describe what they contribute with and that their presence is essential:
  - Description of the institution and the main tasks that will carry out, detailing how these relate to their profile;
  - Detail the profit that the project generates the scientific team;
  - *Curriculum Vitae* or description of the main members of the team;
  - A maximum of 5 publications related to the project objective;
  - A maximum of 5 participations in other projects related with this one;
  - Detail available infrastructure that might be essential for the objectives.
- There is no page limit. The more information you have the easier to solve problems during the preparation due to partners' lack of reply. On the proposal, 1 page recommended.

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TO REQUEST: PARTNER INSTITUTIONAL PROFILE

Beneficiary 1	UNIVERSITAT AUTÒNOMA DE BARCELONA (UAB) (www.uab.es) SPAIN
General description	The Universitat Autònoma de Barcelona (UAB) is one of the major public universities of Spain. It is located in Bellaterra, close to Barcelona. Currently, the University offers 87 bachelor's degrees, covering a wide range of fields such as humanities and arts, social sciences, health sciences, technology and physical sciences. Furthermore, the UAB offers 133 Master's degrees, as well as 8 Erasmus Mundus Master's degrees; more than 1,114 PhD dissertations have been elaborated within its doctoral programs. The University has over 37,700 students, almost 3,700 researchers and teaching staff, and it hosts more than 6,000 foreign students. The UAB is the first-ranked university in Spain according to the World University Ranking (THE WUR 2016-2017). QS top 50 under 50 Ranking 2016 based on QS-WUR 2016-2017 data, which includes universities founded less than 50 years ago, the UAB ranks 9th in the world ranking, 2nd at European level, and is the first-ranked Spanish university. It ranks first in the World University Rankings (THE WUR 2015-2016) and it is the second university in Spain in volume of scientific activity Scimago Institution Rankings World Report (SIR WR 2016).
Role and Profile of key people	**Prof. Manuel Valiente (M, MNGT, Id 1, WPC, TL)**. Ph.D. in Analytical Chemistry, Ph.D (UAB) and in Inorganic Chemistry (KTH), full Professor of Analytical Chemistry since 1995 Published 203 papers in international refereed journals, 7 patents, 24 invited lectures, supervisor of 33 Ph.D. thesis and 35 graduate thesis. Coordinator of 7 EU projects, including H2020 (e.g. NANOREMOVAS, SOWAEUMED, FP4BATIW, 5TOI_4EWAS) and 18 Spanish projects. Specialist in environmental monitoring, water characterization and treatment, remediation technologies and assessment of heavy metals mobility and availability. **Prof. Javier Lafuente (M, ER, Id2)** PhD Chemistry. Prof Chemical Engineering. High experience on treatment of gaseous emissions, liquid effluents and solid waste **Dr. Cristina Palet (F, ER, Id3, EB):** Ph.D. Titular Prof. Analytical Chemistry. 45 papers in international refereed journals, supervisor of 8 PhD thesis, 40 graduate thesis. Coordinator of 9 Spanish projects. Participation EU-FP7-H2020 projects (NANOREMOVAS, SOWAEUMED, FP4BATIW). High experience in speciation analysis and characterization of emerging contaminants, by using different analytical techniques (flow Injection Analysis, AAS, ICP-MS, ICP-OES, CZE, AFM, TEM, SEM, HPLC, GC and GC-MS) and nanotechnology modified bio-waste materials for pollutants adsorption. **Albert Pell (M, ER, Id 4)**. Ph.D. in Analyitical Chemistry. Specialist in heavy metal and metalloid analyses in biological matrices (food, feed, plants) by GF-AAS, HG-AFS, ICP-MS, HPLC and ICP-SF-MS. **Project Manager (M/F, TECH, Id6, PM, TL)** To be contracted. With experience on managing MSCA projects. **Dr. Montserrat López (F, ER, Id5):** PhD Chemistry. Prof at UAB focused on the analysis and characterization of organic/inorganic compounds and emerging contaminants by Flow Injection Analysis, Atomic Absorption, Fluorescence, HPLC, GC, SFE). Participates in several EU-FP7 projects (e.g. FP7-IRSES AQUASOCIAL) and published more than 20 papers. **Dr. Montserrat Resina (F, ER, Id7)** PhD Chemistry. Quality Assurance Responsible. Lab Manager. Technical skills on (ICP-MS, ICP-OES, CZE, HPLC, GC and GC-MS). Participation in several FP7 and H2020 projects (e.g. NANOREMOVAS, AGUASOCIAL). **Clara Babot (F, ESR, Id8)**: Bachelor in Pharmacy (UB), MSc in Research applied to Chemical and Pharmaceutical industry (IUCT-INKEMIA, Spain), PhD applicant in chemistry department (UAB). Fellowship in Centro di Ricerca Cesare Maltoni (Istituto Ramazzini, Italy), and Pharmacology and Biotechnology department (FaBiT) (Università degli Studi di Bologna, Italy). **Maria Angels Subirana (F, ESR, Id9).** M.S. in Chemistry (UAB). Ph.D. applicant in Chemistry. 1 paper, 2 invited lectures, 2 posters at international conferences. 3 secondments to other research institutions of 4-6 months each, at Stanford University (Palo Alto, CA,USA), ALBA Synchrotron (Cerdanyola del Vallès, Spain), and Strathclyde University (Glasgow, UK). Specialist in synchrotron radiation techniques with experience in ALBA, ESRF, SOLEIL and SSRL synchrotrons.

Key research facilities, infrastructure and equipment	UAB has all the required techniques and methods for material characterization and methodologies development related to wastewater treatment: electron microscopy, X-ray fluorescence, X-ray diffraction, ICP mass spectroscopy, atomic absorption, optical microscopy, image treatment.
Do you have independent research premises?	The research facilities are owned by the beneficiary's University, the beneficiary's research team has full access to and supervision over it. The facilities are wholly independent from other beneficiaries and partner organisations in the consortium.
Previous involvement in research and innovation projects	Participation in more than 282 international competitive projects (FP7): 168 European projects (including 9 ERC) funded with +44M€. Coordinator for 16 of them. Also, has participated in more than 114 International research projects outside FP7 (DG EAC projects, LIFE, CORES, ESF, ESA, NATO). Regarding MSCA, UAB participated in a total of 45 projects (at least one for each action) and hosted 51 fellows (projects including participation of main IP. **SOWAEUMED**. Network in solid waste and water treatment between Europe and the Mediterranean. FP7-REGPOT-2009. GA. 245843. **EULASUR**. Network in advanced materials and nanomaterials of industrial interest between Europe and Latin American Countries of MERCOSUR (Argentina-Brazil-Uruguay). FP7-NMP-2008. GA. 233467. Other relevant projects, Observatoire de recherche sur la qualité de l'environnement du grand sud-ouest Européen. **INTERREG IVB**. SOE3/P2/F591. **SUDSOE**—Characterization and sustainable use of Egyptian degraded soils. FP7-INCO-2011-6. GA. 295031
Current involvement in research and innovation projects	Granted with +32M€ for +60 Horizon 2020 Projects, where 8 are leaded by UAB, including 8 ERC projects. Focus on international basis UAB has been funded with +127M€ for +120 international competitive projects, where 11 are leaded by UAB and 42 are individual. For MSCA, UAB already participates in 6 RISE projects, coordinating 2. Some examples from main IP. **NANOREMOVAS**. Advanced multifunctional nanostructured materials applied to remove arsenic in argentinian groundwater. H2020 MSCA-RISE-2014. GA. 645024. **FP4BATIW**. Fostering partnerships for the implementation of best available technologies for water treatment & management in the Mediterranean. FP7-INCO-2013-9. GA. 609550. **EULA-NETCERMAT**—EULA Network in ceramic materials with environmental and industrial applications. FP7-PEOPLE-2011-IRSES GA. 295197 **STRAVAL** Studies, training, socio-economical valorisation and management of natural, cultural and monumental property for the promotion of the local societies of Latin America FP7-PEOPLE-2010-IRSES GA. 269227.
Publications and/or research/innovation products (Max 5)	**1)** D. Morillo, M. Faccini, D. Amantia, L. Abou, M. Valiente. Liquid treatment filter with magnetite nanoparticles and corresponding procedures. Spanish Patent P201330144. 6/2/2013. **2)** R. Idel-aouad; M. Valiente; A. Yaacoubi; B. Tanouti; M. López-Mesas. Rapid decolourization and mineralization of the azo dye C.I. Acid Red 14 by heterogeneous Fenton reaction. Journal of Hazardous Materials. 2011;186(1):745-750. **3)** M. Avila; B. Grinbaum; F. Carranza; A. Mazuelos; R. Romero; N. Iglesias; J.L. Lozano; M. Valiente Zinc recovery from an effluent using Ionquest 290: From laboratory scale to pilot plant Hydrometallurgy. 2011;107(3-4):63-67. **4)** J. P. Arjona; P. R. Gonzalez; M. Valiente; D. Barclay; O. F. X. Donard. Application of a new focused microwave technology with species-specific isotope dilution analysis for the quantitative extraction of organometallic contaminants in solid environmental matrices. International Journal of Environmental Analytical Chemistry. 2008;88(13):923-932.

WPC - Work Package coordinator, EB – Executive Board, PM – Project manager, TL –Task Leader, ER – Experienced Researcher, ESR – Early Stage Researcher

Bring copies to the events you may participate

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TO REQUEST: 2 SHORT CVS

- **Constantine Vaitsas** is experienced in the management of projects involving third countries. As the National Contact Point for INCO in the Seventh Framework Programme (FP7) he has an active role in providing support services related to the facilitation of research collaborations between European and third country research and innovation organisations. Constantine holds a Degree in Business and an MSc in Technology & Innovation Management from the Science Policy Research Unit of whom – Sussex University, UK. He worked for Rolls-Royce, UK and British Technology Group, as an Intellectual Property & Technology Consultant, prior to joining PRAXI / HELP-FORWARD Network.

- **Epaminondas Christofilopoulos** has a long experience in working with innovation related organizations and NCPs in third countries. He has coordinated several projects and tenders and delivered many seminars on international cooperation. Epaminondas is a nominated National Contact Point for the European Research Programs (Framework Programs) since 2001, providing consultation and assistance to FP proposers in proposal preparation, partner search and forming technology exploitation plans. He holds a Degree in Physics and an MSc in Environmental Management and Impact Assessment and has published articles in Innovation and Environmental issues.

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TO REQUEST: P/M AVERAGE COST

- The monthly cost of staff will be used by the coordinator to calculate the total staff cost for each partner.
- Cost p / m X total number of associates month = total partner budget for staff costs
- *Note: The p / m cost you provide is an average and not the actual personnel cost. Organizations are not able to accurately predict who will participate in the project and how much it will cost a year to see.*
- Only during reporting, real staff costs are provided to the REA

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INTERIM BUDGET PREAPRATION

ORTHODOX

- From the effort,
- + Commitment, realistic + estimates
- Possible political imbalances at the level of funding

POLITICS….

- Starting from a certain budget balance between partners
- Can lead to incoherence in the work plan
- Possible artificial estimation of efforts

- To do this, obtain from the partners
  - Base cost. Total costs and model costs of your institution
  - Personnel rate: average, real detailed
- Include some margin of error in estimates

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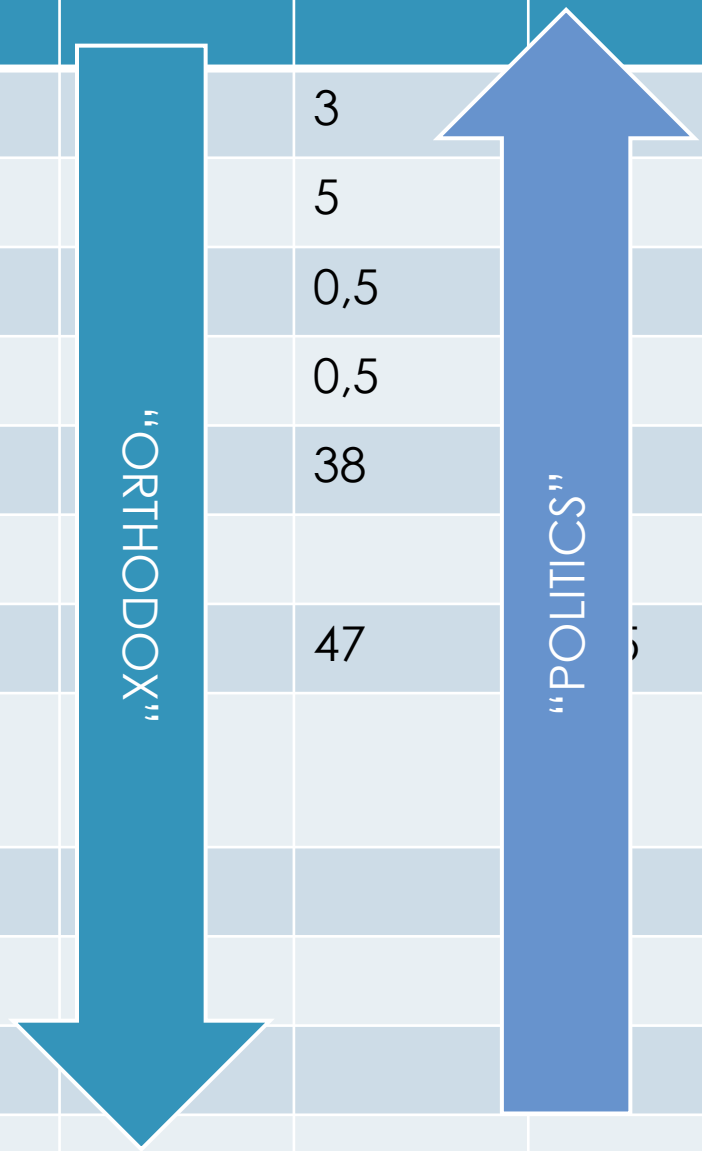
WP	P1	P2							Pn
1	16	4,4	3,0		3				4,0
2	5	5,0	28,5		5		0,5	0,5	0,5
3	1,5	42,0	1,5		0,5		1,0		5,0
4		0,5	0,5		0,5				
5		5,0	1,0		38		10	15,5	
6		1,0	16,0						22,0
TOT	22,5	57,9	50,5		47		11,5	20,0	31,5
HHRR	90	174							110
Other	80	40							30
Ovh	43	64,3							35
Total	213	278							175
Fund	213	194,6							175



CHECK LIST

PREPARE YOUR PARTNERS PROFILE REQUEST TEMPLATE:

- ✓PIC
- ✓LEAR and main researcher *contact details*
- ✓Institutional CV
- ✓Involved staff CVs
- ✓Role in the project
- ✓Average p/m cost
- ✓Organization status (profit, non-profit, etc..)
- ✓1st and 2nd authorised representatives that could sign the DoH

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DRAFTING THE PROPOSAL

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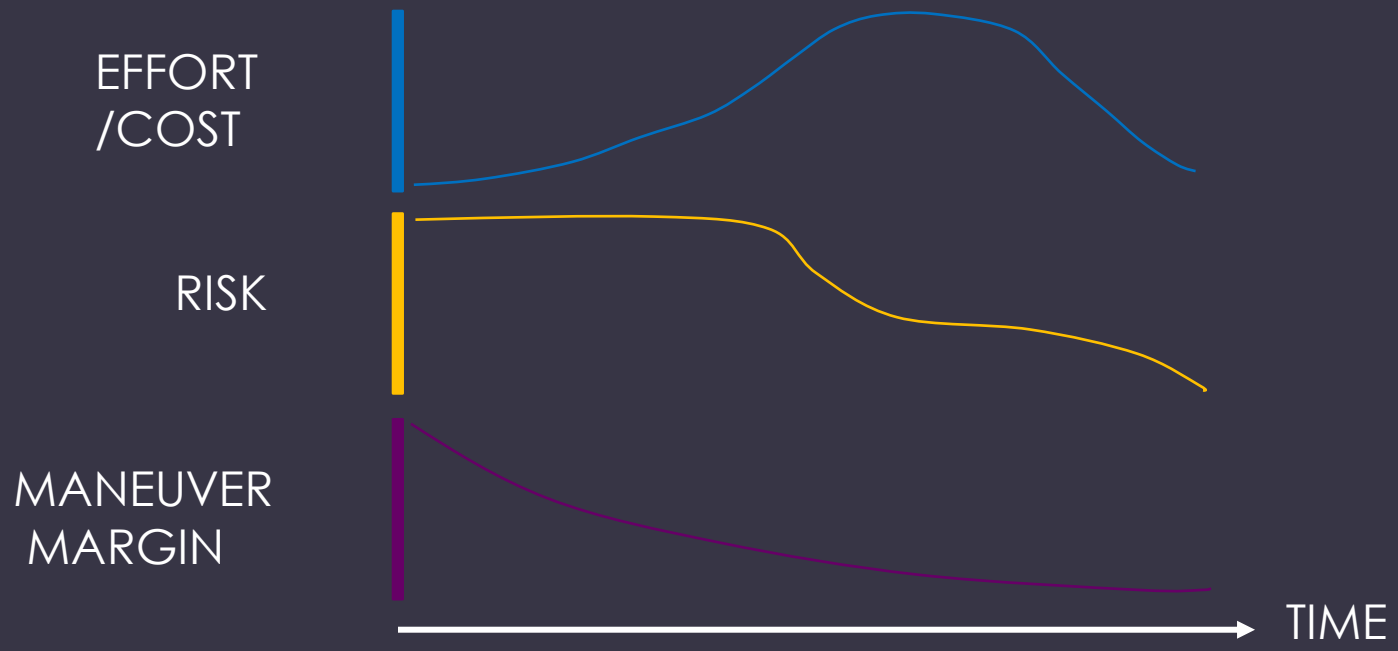
STRUCTURE OF THE PROJECT



It has several marked and distinguishable phases of development (4-10).

It involves costs and increased effort during the first 75% of its duration, and decreasing to the final stages (blue line).

It has a decreasing risk of failure over time, as the expected targets (orange line) are successfully exceeded.

It allows the stakeholders a decreasing margin of maneuver over time to influence the characteristics and cost of the project (garnet line).

STRUCTURE OF THE PROJECT

- In the case of European projects, the phases are often called work packages (WP). Each project can define its WP as it deems most appropriate, although in general there are two basic strategies, which are the most used in European projects:

According to the areas of knowledge or disciplines	According to sequential / temporal logic development
• One WP for the computer part, another for the engineering part, another for the clinical part	• The WP structure from the large groups of tasks that we will do first, which we will do next, etc.

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STRUCTURE OF THE PROJECT

- To be able to control the evolution of the project and to assign well-defined responsibilities, the most common is a hybrid:
  - Some thematic tasks (such as management or public communication) constitute separate WPs
  - The rest is defined according to the logical sequence that will be followed during the development of the tasks.
- Thus, the life cycle of a European project is usually three years in duration, could have, for example, this aspect:

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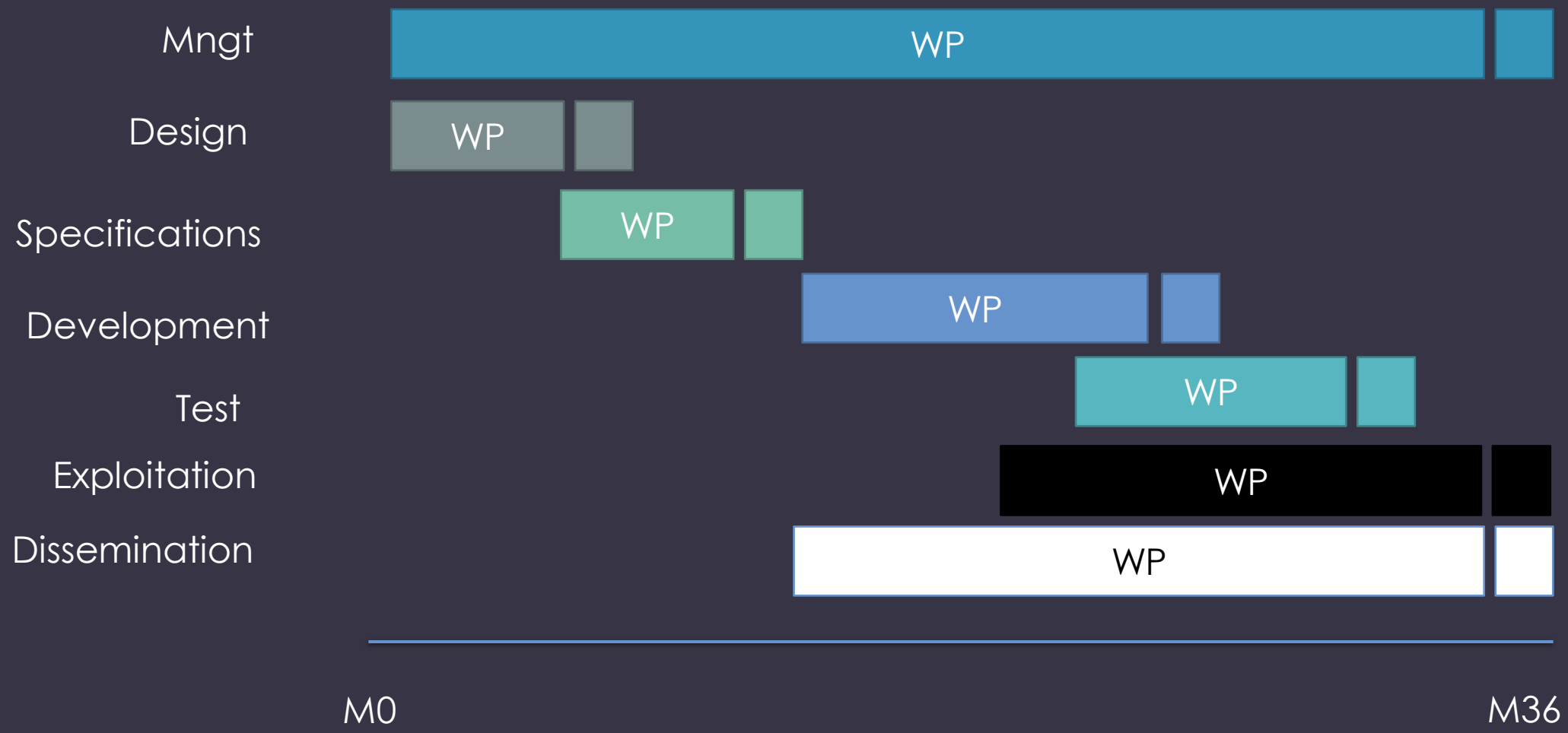
STRUCTURE OF THE PROJECT



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STRUCTURE OF THE PROJECT

To make it complete, we add to this scheme

- The deliverables corresponding to each WP,
- The main milestones (milestones) on a technical scale.

In addition, we include

- Other results and administrative goals imposed by the Commission itself
- Regular progress reports,
- Cost justifications
- … ..

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STRUCTURE OF THE PROJECT

The specific kill-points of European projects are

- The so-called technical reviews. These are specific moments (in general, one per year or per semester) in which the EC evaluates the progress of the project with the help of external experts and decides its continuity or the necessary adjustments.

All this would give us a complete view of the life cycle of the European project:

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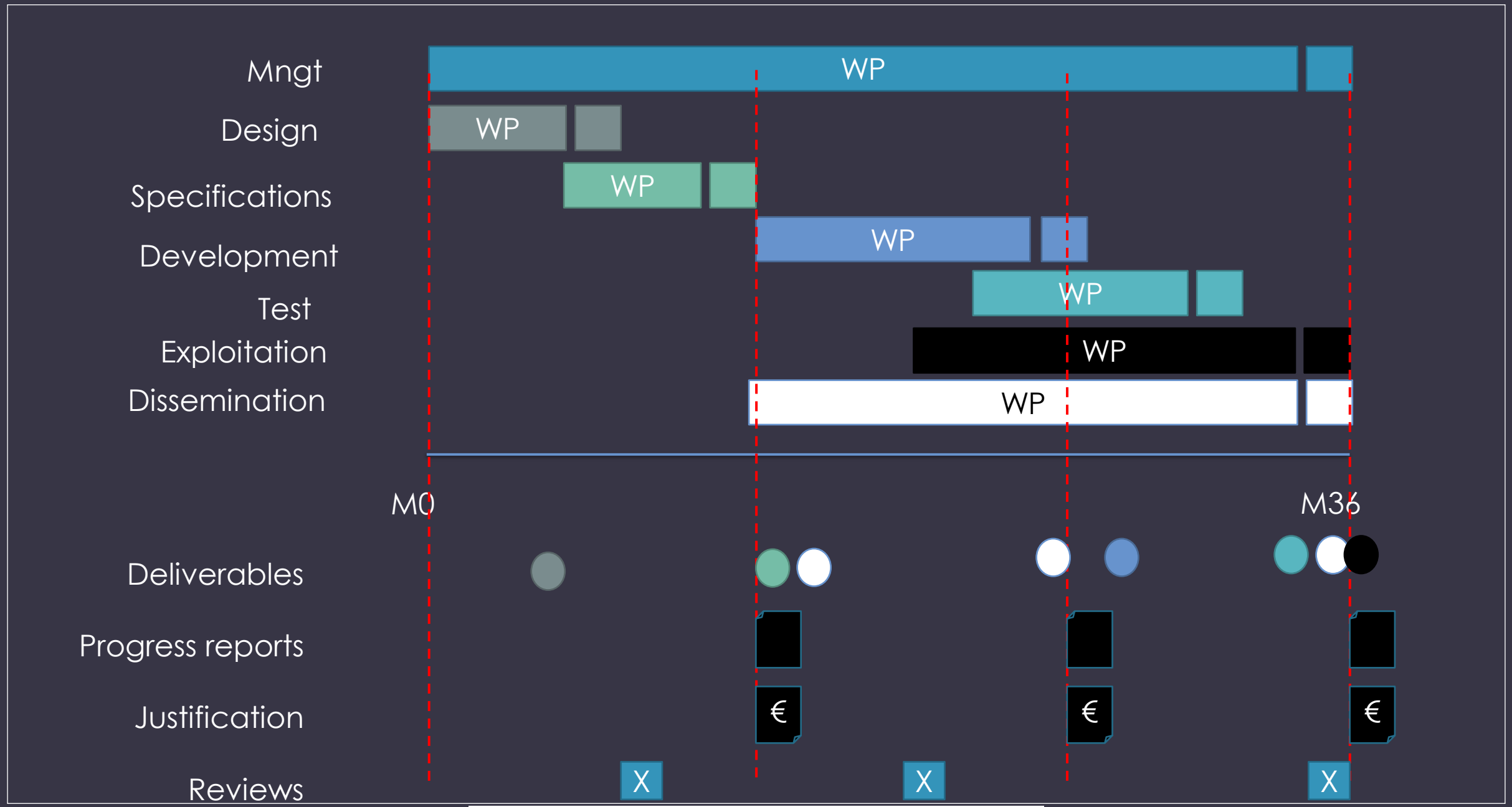

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PHASE I. DRAFT THE PROPOSAL

- Start once the definition, work plan and consortium have been concluded and agreed
- Ensure response to sections of the proposal
- Sections are prioritized according to their relative importance and data available in each moment
- Ideally, 6-9 months, to practice, 3 months
  - Including preparatory meetings Online (skype) vs expenses but better face2face. Improve our knowledge of the consortium, discuss technical aspects more fluidly
- Distributed writing strategy vs Centralized strategy or mixture.
  - Distributed workload, each part written by the person skilled in the subject. Risk of inconsistency and deep differences in style, inconsistent document.

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PHASE I. DRAFT THE PROPOSAL

- Coordinator is in charge of coordinating the task of drafting proposals, and …

- Losing sleep until proposal is presented

https://media.licdn.com/mp

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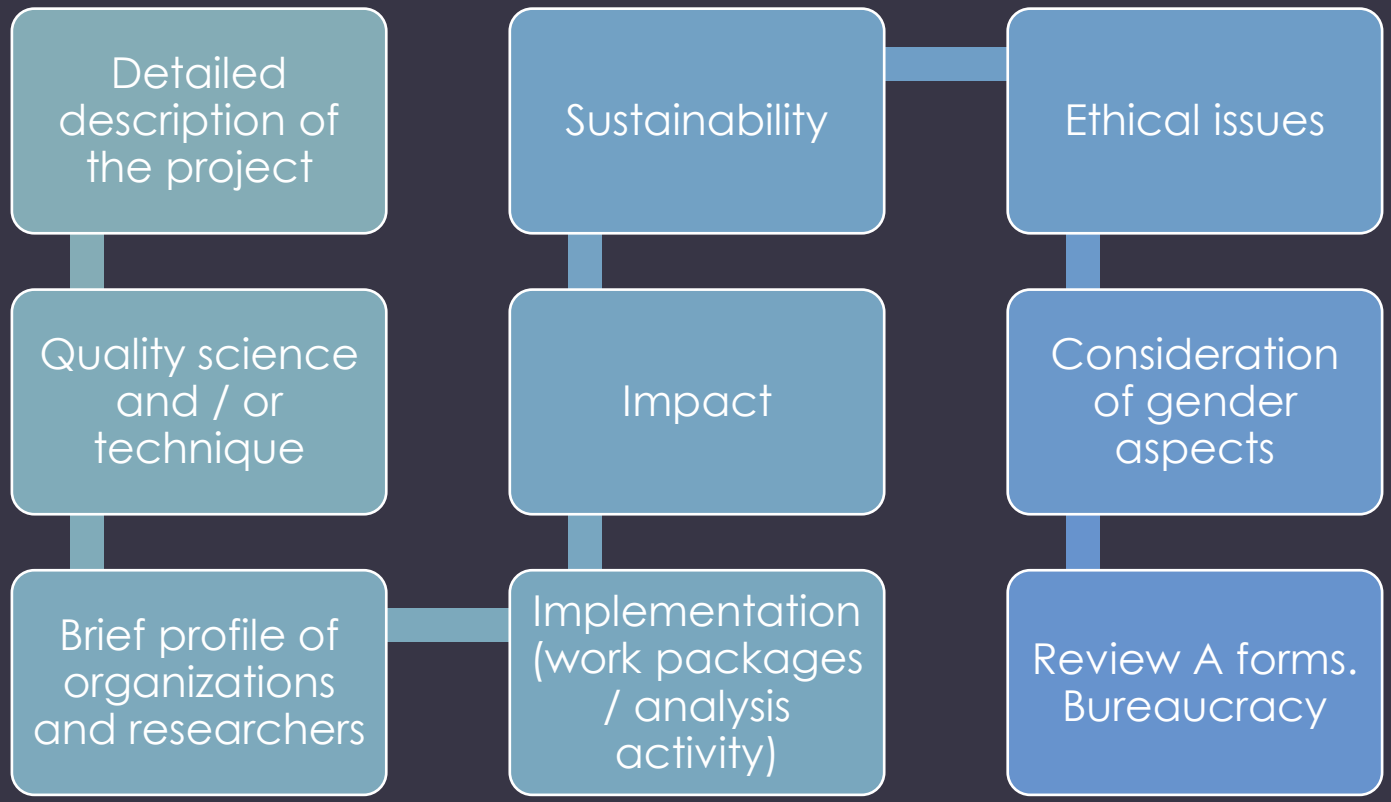
PHASE I. DRAFT THE PROPOSAL

The coordinator is normally responsible for:



However, their contribution is of great value and can make a significant contribution to the success of the proposal

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PHASE I. DRAFT THE PROPOSAL

TO CONSIDER

- Evaluators come from industry, universities, non-university research organizations, others (various profiles)
- From 3 to 6 evaluators for each proposal separately, and then a synthesis report is prepared
- Evaluators are held for several days in "Spartan" conditions.
- They have to evaluate the proposals for 3-5 days
- Evaluators may not be the final experts in the scope of their proposal

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PHASE I. DRAFT THE PROPOSAL

TO CONSIDER

- A strong title, catchy acronyms
- Technically convincing. Background and prior art
- Clear objectives, methods, results and impact. Be clear and simple, without losing quality
- An interesting summary of the project (objectives, results, R & D-approach, consortium, usefulness of results, exploitation)
- Well designed work plan (work packages, milestones, deliverables, Gantt diagrams, PERT)

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PHASE I. DRAFT THE PROPOSAL

TO CONSIDER

The structures and procedures (project management and control, decision-making, technical management, implementation management, ...) of adequate management

Implementation and exploitation of results, users!

Actual costs must be within the budget of the call

Compelling Consortium (roles, grades)

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THE APPEARANCE OF THE PROPOSAL

- The appearance of the proposal is vital for overall success (**friendly, readability**)
- It helps the evaluators to easily understand the content. (Remember that evaluators have limited time to go through each proposal)
- Several good proposals were buried due to poor presentation.
- Poor presentation also demonstrates a low commitment / effort / capacity.

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THE APPEARANCE OF THE PROPOSAL

THEREFORE,

- Use normal and concise English
- Make the text clear, well-structured, easy to read, without many words
- Add a table of contents
- Use short paragraphs
- Use bullets to break lists
- Highlight key points in italics
- Include only relevant information
- Make your proposal visually appealing and inviting, using graphics devices
- The proposal has to present a high quality product!

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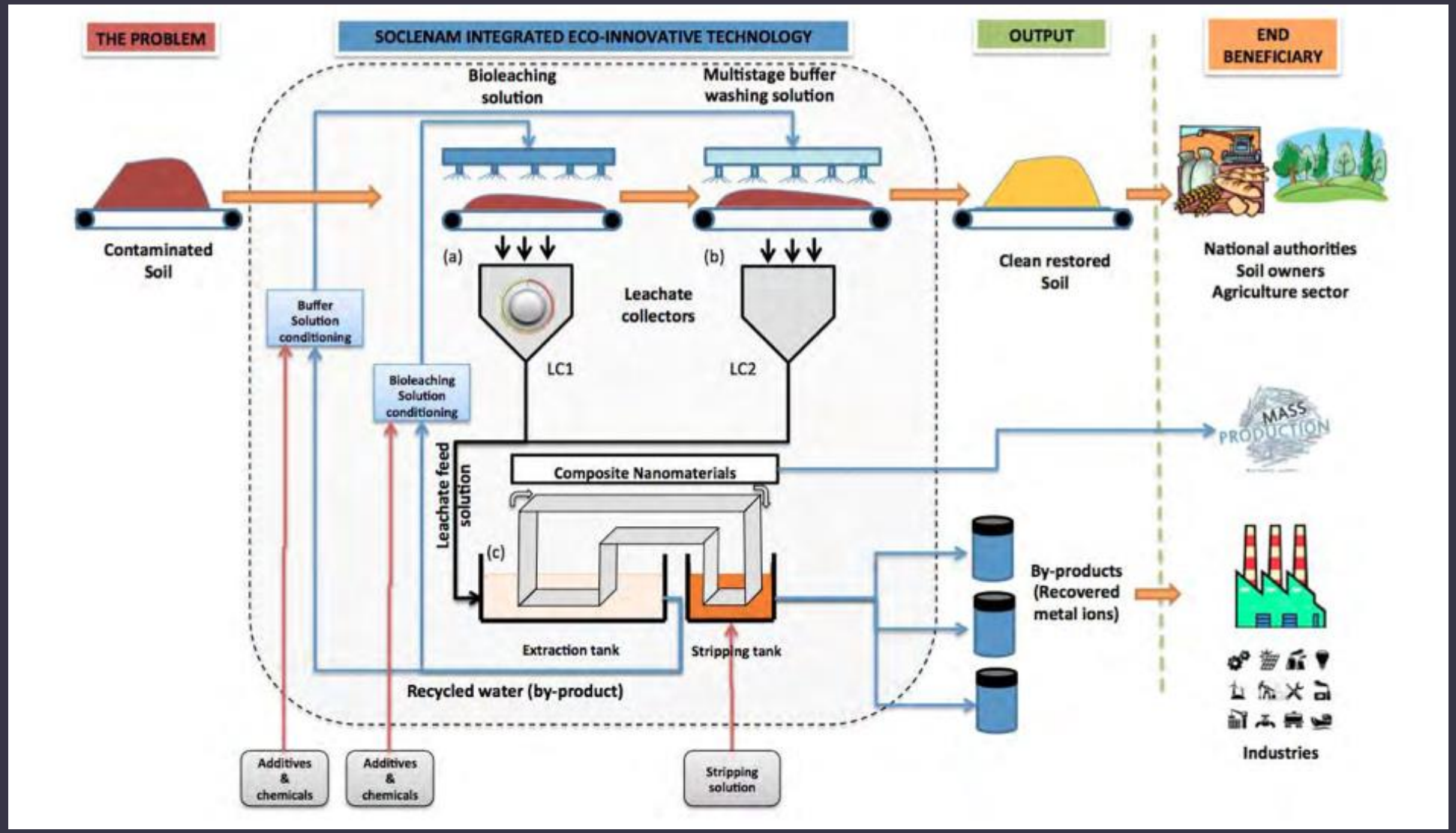

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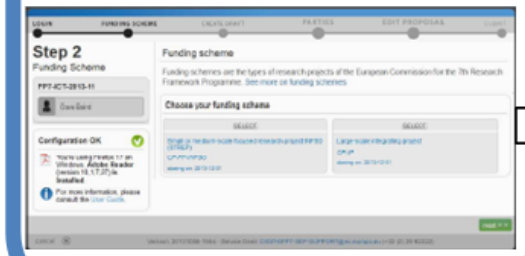
Instrument Selection

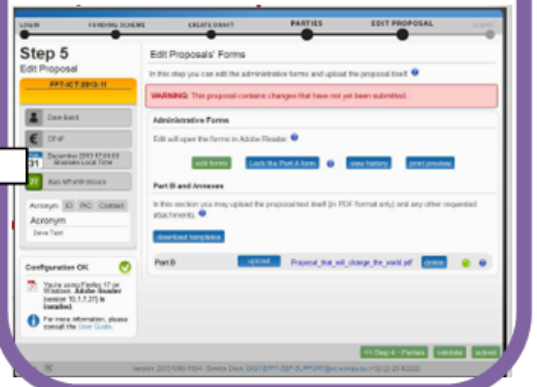


Consortia set-up

Pre-registration

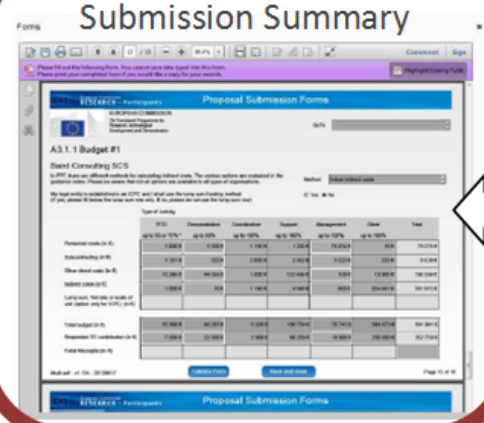
Consortia Set-up

Proposal



Administrative Forms

Submission Summary



RECEIPT

Source: REA

ADDITIONAL ISSUES

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STRUCTURE OF THE PROPOSAL

PART B. DOC 1

Cover page (Title, list of participants, table of contents)

SECTION 1. EXCELLENCE

1,1 Objectives
1,2 Relation to the work programme
1,3 Concept and approach
1,4 Ambition

SECTION 2. IMPACT

2,1 Expected impacts
2,2 Measures to maximise impact

SECTION 3. IMPLEMENTATION

3,1 Work plan –WPs D&M
3,2 Management structure and procedures
3,3 Consortium as a whole
3,4 Resources to be commited

PART B. DOC 2

Cover page (Title, list of participants, table of contents)

SECTION 4. MEMBERS

4,1 Participants (applicants CVs)
4,2 Third parties involved

SECTION 5. ETHICS & SECURITY

5,1 Ethics
5,2 Security

PART B. SECTION 3. IMPLEMENTATION

3.1 S/T methodology and associated work plan

- Please provide the following: brief presentation of the overall structure of the description of work, timing of the different work packages and their components (Gantt chart or similar), detailed work description, i.e.: a description of each work package (table 3.1a); a list of work packages (table 3.1b); a list of major deliverables (table 3.1c); and a graphical presentation of the components and interrelationships (Pert chart).

How we will do the job, consistency

Include the more graphics better, they help a lot

Here, the evaluator decides whether to believe the project or not

Detail each WP, goals, leader, participant, tasks, results to the maximum

Advisable, include WPs such as

WP Management	WP Assessment of progress and results	WP Exploitation and Dissemination	WP Training and Demonstration

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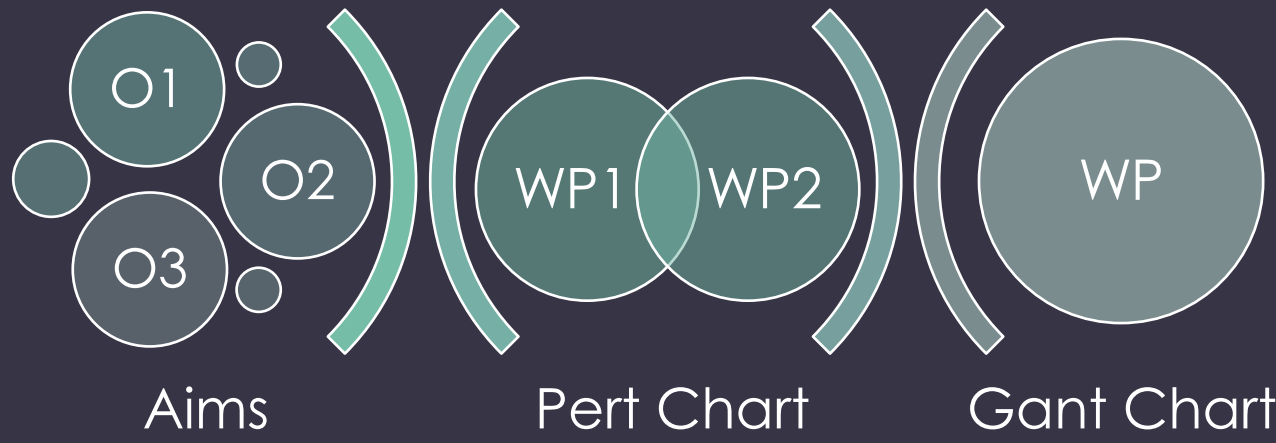
WORK PACKAGES

- Create a logical structure based on objectives



- WPs present in detail the structure and execution of the project in a logical way.
- WP must have clear aims and distribution of work and the links between the tasks

Define the calendar for all WPs

Use suitable tool for project management

Important, break down schedule planning

Each WP must have its deliverable

Careful, the $ will be conditioned to the deliverables

There has to be deliverables soon to justify spending REA

Include the schedule of deliverables

Include Annual EC Reviews

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PART B. SECTION 3. IMPLEMENTATION

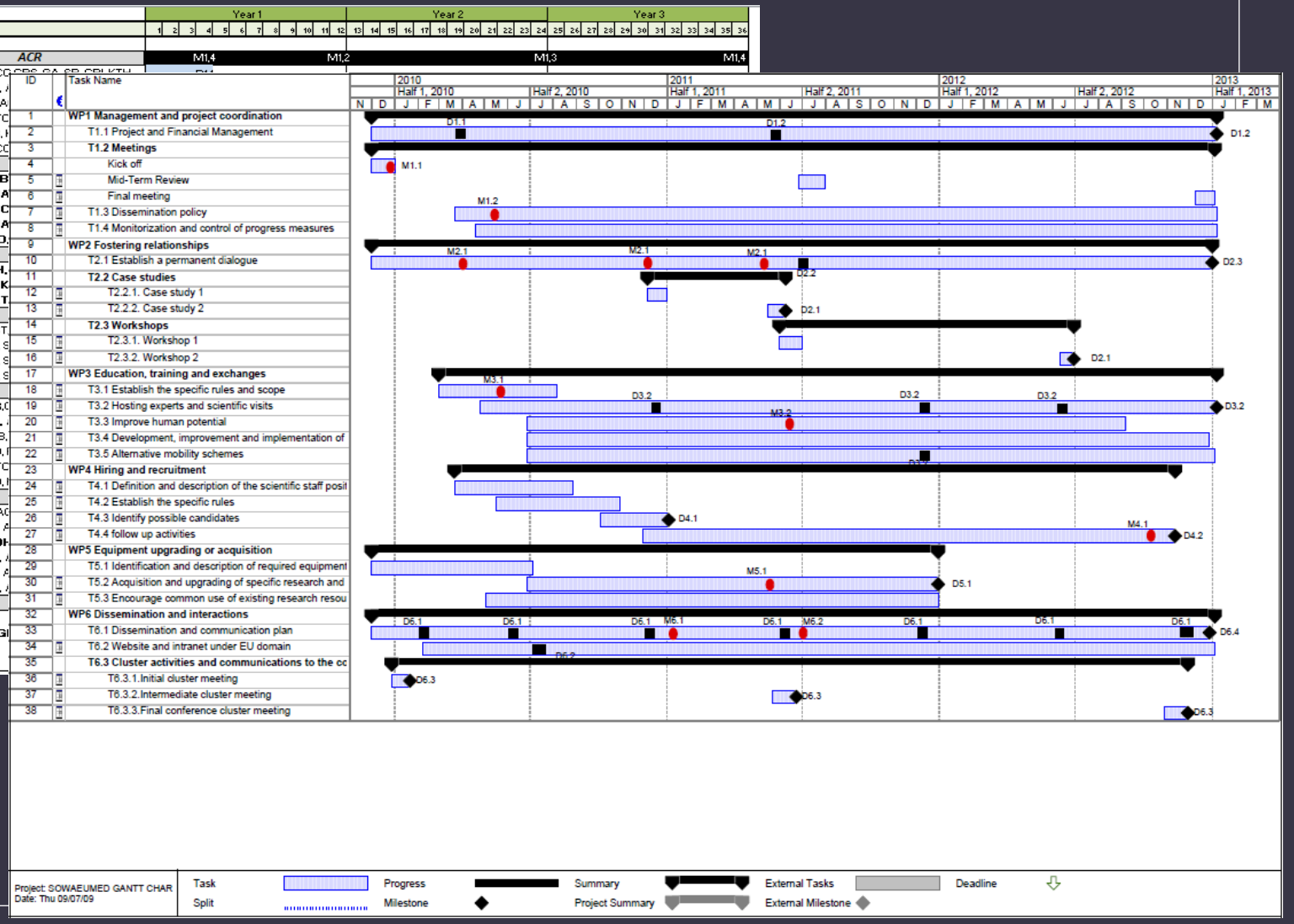
- Breakdown of the work / work package list

Work package list

Work package No	Work package title	Type of activity	Lead beneficiary No	Person months	Start month	End month
WP1	Management and project coordination	MGT	1 (UAB)	15	1	36
WP2	Fostering relationships	SUPP	4 (UCAM) 3 (RBI)	16	1	36
WP3	Education, training and exchanges	SUPP	2 (KTH)	14	4	36
WP4	Hiring and recruitment of scientists	SUPP	5 (SOU)	16	4	34
WP5	Equipment upgrading or acquisition (med partners)	SUPP	4 (NAD)	11	1	24
WP6	Dissemination and interactions	SUPP	1 (UAB) 4(UCAM)	44	1	36
	TOTAL			116		

PART B. SECTION 3. IMPLEMENTATION

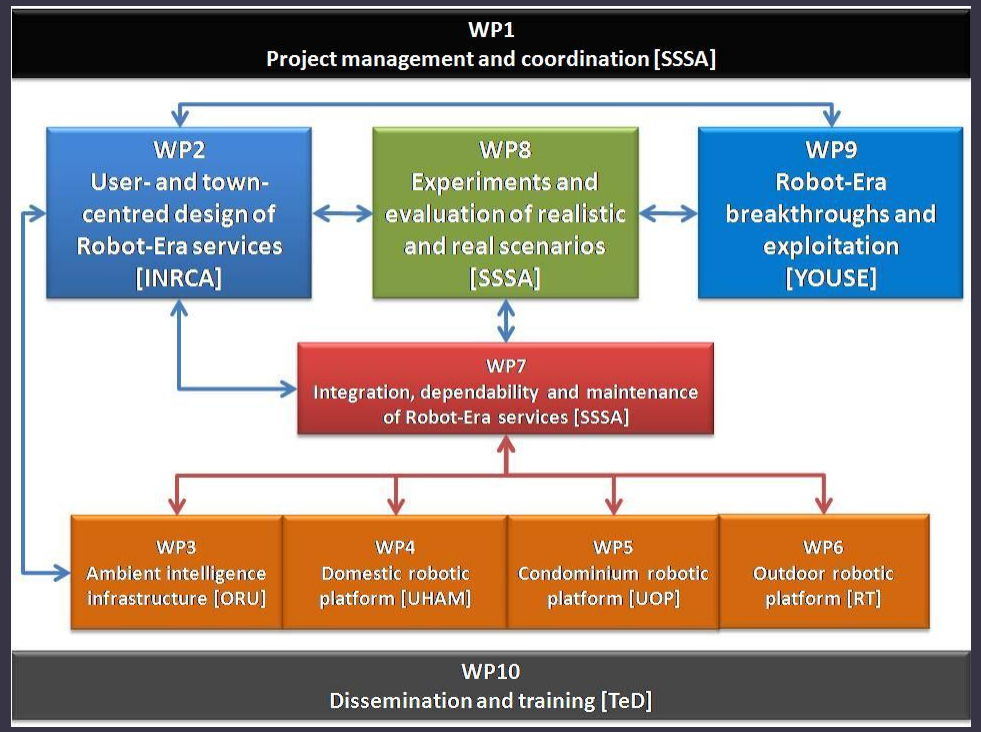
Task	Task Name	Responsible
WP1, Industrial Requirements, Analysis and Economic Viability (M1-M36)		**ACR**
1,1	Requirements Analysis and Process Specification	**ACR**, ST, FCC, CBS, CA, SP, CPI, KTH
1,2	Ongoing Scientific and Technological Review of WP2-WP5	**KTH**,
1,3	Risk Assessment for Health, Safety and Environment	**AI**, FCC, A
1,4	Life Cycle Assessment	**CPI**, AI, FC
1,5	By-Product Testing for Secondary Market Integration	**CPI**, ACR,
1,6	Business Models and Economic Viability	**CBS**, FCC
WP2, Optimization of bioleaching and washing processes (M1-M24)		
2,1	Target soils edaphological characterization	**UAB**
2,2	Optimization of the bioleaching process to remove pollutants	**UA**
2,3	Optimization of the multistage buffer washing process	**FC**
2,4	Biological assessment of decontaminated soils	**UA**
2,5	Operating pilot plant requirements	**NAD**,
WP3 Development of Nanomaterials for leachate recycling and validation of the treatment process (M1-M24)		
3,1	Design and fabrication of multifunctional composite nanomaterials	**KTH**,
3,2	Stability/Aging of multifunctional composite nanomaterials	**SP**, K
3,3	Design and construct a treatment process	**KT**
WP4, Process design and development (M20-M28)		
4,1	Conversion of research results into industrial equipment. Optimisation of SOCLENAM process	**SP**, UAB, ST
4,3	Technical requirements definition	**NAD**, UAB, S
4,4	Engineering design	**NAD**, UAB, S
4,5	Integration and assembly	**NAD**, UAB, S
WP5, Design, Assembly of Pilot Plant, Testing and Benchmarking (M24-M36)		
5,1	Interaction with end users	**NAD**, ACR,
5,2	Pilot Start-up demonstration	**NAD**,
5,3	Pilot Start-up testing for verification	**DHI**, UAB,
5,4	Pilot Start-up benchmarking and validation	**CPI**, NAD,
5,5	Training courses aimed at instructing practitioners	**NAD**, FC
5,6	Environmental advantages	**CPI**, NAD,
WP6, Exploitation Planning, Training and Dissemination (M1-M36)		
6,1	Technology, Market, Patent and Policy watch	**CPI**, AC
6,2	Identification and Tracking of new Intellectual Property and Know-How	**CPI**, A
6,3	Verification of SOCLENAM and Input to the eU-ETV Pilot Programme	**DH**
6,4	Application Road Mapping and Commercialisation Strategy Formulation	**CBS**, A
6,5	Dissemination of project results to scientific community, industry and the public	**CPI**, A
6,6	Technology Transfer Toolkit and Training	**KTH**,
WP7, Management (M1-M36)		
7,1	Co-ordination & Consortium Activities	
7,2	Task Management	**MANAGI**
7,3	Financial Management	
7,4	Mid-Term review and final review	

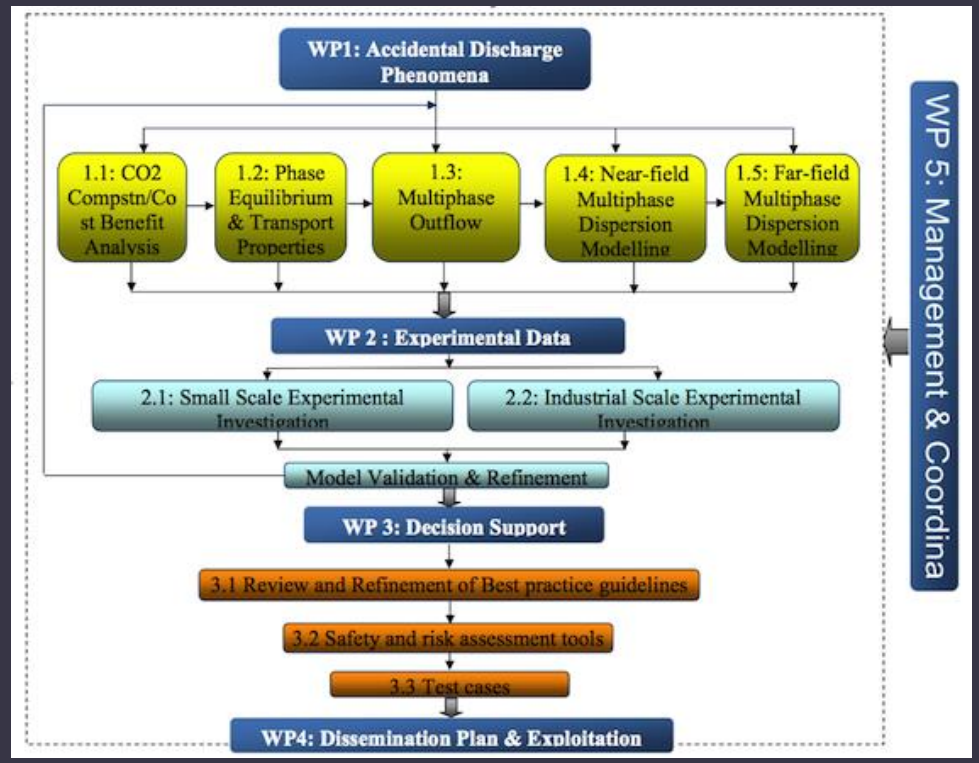


Gantt to establish relationship between tasks and between WPs

PART B. SECTION 3. IMPLEMENTATION

- Pert
  - Represent all WPs' relationships and interactions





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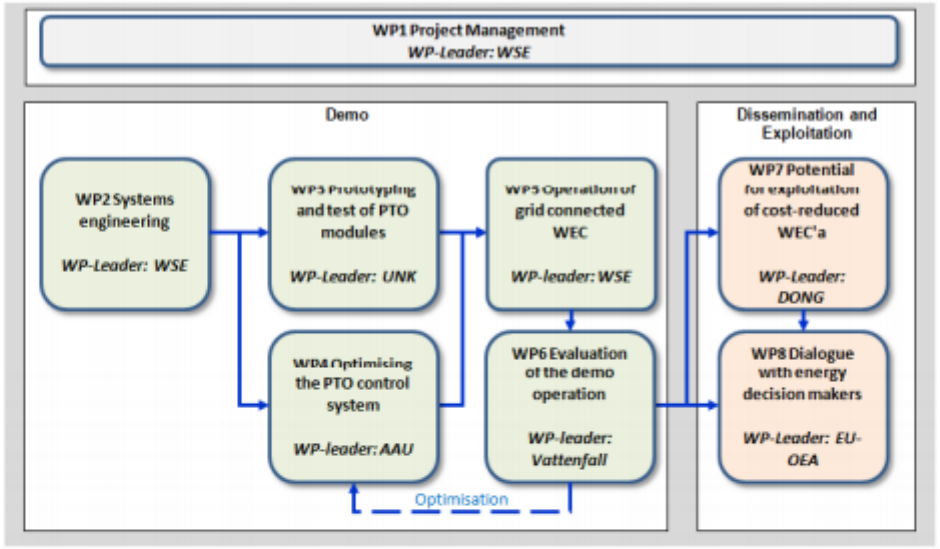
PART B. SECTION 3. IMPLEMENTATION

Pert Diagram

Project level



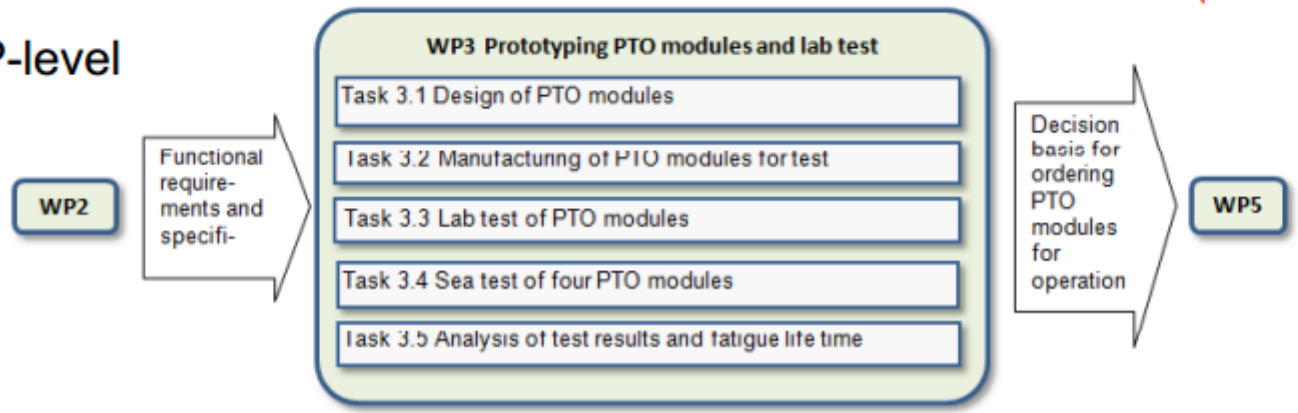
Max 15 boxes!

Not too many arrows!

No abbreviations without explanation!

(WEC: Wave Energy Converter)
(PTO: Power take off)

WP-level



PART B. SECTION 3. IMPLEMENTATION

Work package N°	WP01	Start/end date or starting event (MONTH):								M1 / M36				
Work package title	Industrial Requirements, Analysis and Economic Viability													
Activity Type	RTD													
Participant n°	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Participant short name	KTH	UAB	NAD	PAR	ST	DHI	CBS	SP	CPI	ARC	FCC	GA	AI	-
Person/months	3	2	2	2	3	0	11	3	18	14	10	13	12	93

Objectives

O1.1	Analyse Industrial Requirements and establish a specification for the SOCLENAM process
O1.2	Undertake a Life Cycle Assessment for the SOCLENAM process
O1.3	Undertake a Risk Assessment, with respect to the use of nanomaterials
O1.4	Establish Economic Viability of the of the SOCLENAM process

Description of work

T1.1. Requirements Analysis and Process Specification
(Task Leader: ARC, Contributing Partners: FCC, GA, ST, CBS, SP, CPI and KTH) [M1-M4]
At the onset of the project the stakeholder requirements, from both industry and government, will be gathered and analysed through a series of formal and informal workshops held with FCC, GA, ST, ARC, CBS, KTH, SP and CPI. This will be used to establish the performance criteria for the SOLCENAM process.

- **ARC will work with the consortium to identify contaminated sites and** the type of contaminates causing the pollution. This will be used to create a prioritised list of key pollutants that have to be taken into consideration in the design of SOCLENAM process. This will be complemented by literature research. ARC will articulate the condition of the restored soil required to enable its reuse, retaining sufficient level of fertility to ensure reuse on agricultural land. Importantly, ARC will articulate the formulation of the by-products that they are looking to be produced via the SOCLENAM process and hence will subsequently commission for re-use by industry. ARC are in an ideal position for specifying the formulation of the by product. They are responsible for both characterising and determining the type of contamination, managing the clean-up of land and commissioning to the disposal and reuse of waste products and by-products. ARC facilitates a large network of companies for processing waste products and end-users for re-using by-products. Further, ARC will identify target contaminated sites for the consortium and sources of soil which can be used by the consortium for testing and demonstration.
- **Development of Performance Criteria for the versatile SOCLENAM process.** ARC, FCC, ST and GA will develop and articulate the performance specification or criteria that will form the bases of the SOCLENAM process and act as a tool to review technical progress against needs and assess process acceptance, An important aspect of this will be defining criteria that will enable government bodies and industry to implement stricter regulation and reduce the total of decontamination of sites.
- **Identification of bacteria, bioleaching agents, buffer solution and nanomaterials.** Based on the understanding of the containments and selected sites, the consortium will identify the different bacteria, bioleaching agent and buffer solution that will be required. It is anticipated that the containments will be a combination of organic, inorganic and heavy metals. This information will also be used to identify the specific nanomaterials that need to be taken into consideration for the development of nanocomposite fabric. The combined understanding of contaminates and by-products will hence be used to develop the initial process design that will be evolved during the course of the project. Further suppliers for the bioleaching solution, buffer solution, nanoparticles and nanofibres that need to be sourced will be identified.
- **Analyzing sectoral and cross-sectoral knowledge on soil depollution and production technologies for digital visualization of knowledge landscape.** CBS will work with partners developing an IT based knowledge sharing as a commons for all participants to enable and sustain the knowledge-based transformation of current industrial sectors and the development of new science-based sectors through the integration of new knowledge from soil depollution materials-, and production technologies in sectoral and cross-sectoral applications

T1.2. Ongoing Scientific and Technological Review of WP02, WP03, WP04 and WP05
(Task Leader: KTH, Contributing Partners: All Partners) [M1-M36]

- To ensure the success of the SOCLENAM it will be important to review the technical progress of WP02, WP03, WP04 and WP05 and to mitigate technical issues. Every two weeks the consortium will review existing and new management supply chain for testing of By-Products and the data will be jointly reviewed. This will both test the By-Products for integration into a variety of existing manufacturing supply chains, and it will help identify new opportunities through engagement and active dialogue with industrial companies. Insights gained will be reported in and used in developing the Economic Viability of the SOCLENAM process and its associated deliverable. It will also be used in WP06 for application road map building and dissemination.

T1.6. Business Models and Economic Viability
(Task Leader: CBS, Contributing Partners: FCC, ARC, GA, ST and KTH) [M24-M36]
During Year 3 of the project, focusing on value creation, competitive advantages and social cohesion through soil depollution production during the life time of the project CBS will work with the consortium, in particular the industrial partners and ARC, to establish the overall Economic Viability of the SOCLENAM process and define a business model for its implementation. CBS will use insights from the LCA (T1.4), Risk Assessment (T1.3), By-Product Testing (T1.5) and the benchmarking performance results (WP05) of the SOCLENAM process to help establish the economic viability of the process. CBS will also look at the best business model to utilize in its deployment from an understanding of the value and supply chain required applying new economic theory to develop eco-knowing as commons for the project deployment. As part of the activities CBS will undertake, they will work with ARC, CPI, KTH and other partners using existing data bases (e.g. EU Soil Database as well as databases ARC has access to) and develop a picture or map for the project of contaminated sites in Europe showing distribution of pollutants and hence by-product that could be produced using the SOCLENAM process. This will help connect sites with secondary raw materials markets and hence potential by-product end-users. The Economic Viability analysis will take into consideration also the fact that:

- Less waste will be generated and so less to be disposed of in landfill sites
- Restored soil will be generated to a quality that can be reused in areas such as agricultural and forestry land
- Pollutants removed from the soil will be transformed into valuable resources for secondary raw materials markets.

Deliverables

D1.1	Industrial Requirements and Process Performance Criteria	M4
D1.2	Life Cycle Assessment Report – Current Processes	M12
D1.3	Risk Assessment Report	M24
D1.4	Life Cycle Assessment Report – SOCLENAM Process	M36
D1.5	Economic Viability and Business Model Report	M36

Milestones

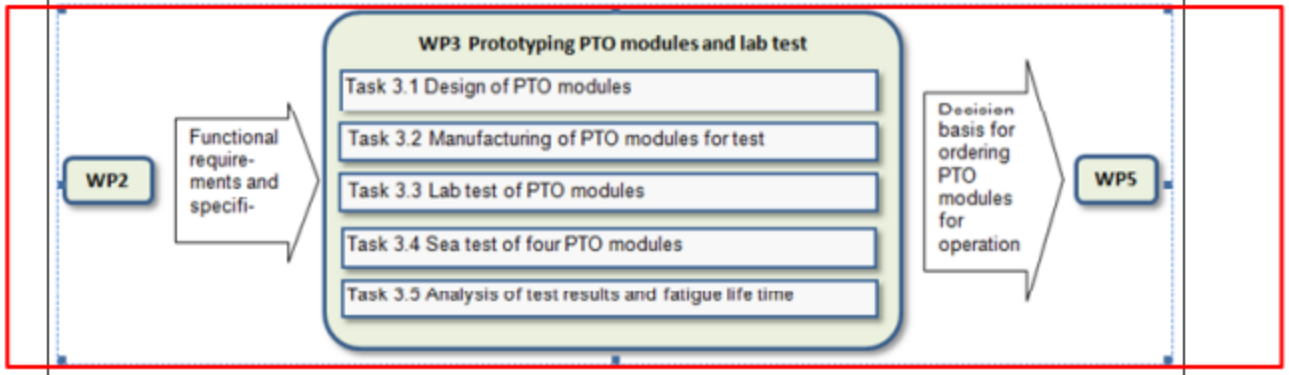
M1.1	Industrial Requirements and Performance Criteria Established	M4
M1.2	Life Cycle Assessment Complete for Current Process	M12
M1.3	Risk Assessment Complete	M24
M1.4	Life Cycle Assessment Complete for SOCLENAM Process	M36

PART B. SECTION 3. IMPLEMENTATION

From Excel →

WP3 Prototyping and test of PTO modules											Start	7
Activity type:	DEMO										Duration	10
WP-leader:	P03		UNK								End	16
	P01 WSE	P02 OO	P03 UNK	P04 F&J	P05 AAU	P06 CWMT	P07 Vattenfall	P08 DONG	P09 TTE	P10 WavEC	P11 EU-OEA	Total
Task 3.1	1,0	**5,4**	3,0	6,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	15,4
Task 3.2	1,0	1,0	3,0	**12,0**	0,0	0,0	0,0	0,0	0,0	0,0	0,0	17,0
Task 3.3	1,0	1,0	12,0	**6,0**	0,0	0,0	0,0	0,0	0,0	0,0	0,0	20,0
Task 3.4	1,0	1,0	12,0	**6,0**	0,0	10,0	0,0	0,0	0,0	0,0	0,0	30,0
Task 3.5	1,0	1,0	12,0	**6,0**	0,0	6,0	0,0	0,0	0,0	0,0	0,0	26,0
Total WP3	5,0	**9,4**	42,0	36,0	0,0	16,0	0,0	0,0	0,0	0,0	0,0	108,4

Objective: Development of a robust and efficient PTO concept for the lever operated pivoting floats. Adequate structural performance will be verified through laboratory and field testing prior to fabrication of modules for the large-scale demo at the Horns Reef.



The development of the PTO modules will be carried out in close corporation between the structural designers, laboratory and manufacturer in order to:

- Define mix requirements suitable for tender competition
- Optimize structural design by early identify technical challenges and cost drivers
- Determine extent of testing to compensate for limited field experience

PART B. SECTION 3. IMPLEMENTATION

- Beware of distributions (RAM array assignment responsibilities)

"Diffusion": Partners / task

"Dispersion": Contributions / Partner

WP	Partner 1	Partner 2							Partner n
1	R	●	●	•	•	•			•
2	●	●	R	●	●	•	•	•	•
3	•	R	•	•	●	•			●
4		•	•	●	R		●		
5		•	•	●		●		●	
6		•	•				●		R

PART B. SECTION 3. IMPLEMENTATION

WP	P1	P2							Pn
1	16	4,4	3,0		3				4,0
2	5	5,0	28,5		5		0,5	0,5	0,5
3	1,5	42,0	1,5		0,5		1,0		5,0
4		0,5	0,5		0,5				
5		5,0	1,0		38		10	15,5	
6		1,0	16,0						22,0
TOT	22,5	57,9	50,5		47		11,5	20,0	31,5
HHRR	90	174							110
Other	80	40							30
Ovh	43	64,3							35
Total	213	278							175
Fund	213	194,6							175

"ORTHODOX"

"POLITICS"

PART B. SECTION 3. IMPLEMENTATION

- Better to enter number to estimate efforts (discussion $)
- Helps clarifying roles and value/money
- It allows to elaborate the budget. Variations due to some countries p/m average (UK, Denmark…..)

Organisation	RTD WP01	RTD WP02	RTD WP03	RTD WP04	DEM WP05	OTH WP06	MGT WP07	Total p/m
KTH	3	0	40	4	2	7	14	70
UAB	2	33	7	4	3	12	1	62
NAD	2	2	2	12	6	4	1	29
PARDAM	2	0	36	10	2	4	1	55
ST	3	10	0	4	2	3	0	22
DHI	0	0	0	0	0	6	0	6
CBS	11	0	0	0	1	8	0	20
SP	3	0	18	4	0,5	5	0	30,5
CPI	18	0	0	0	4	24	1	47
ARC	14	0	0	0	2	7	1	24
FCC	10	24	0	4	2	5	0	45
GEOPLANO	13	14	0	0	2	4	0	33
AMBIENTE	12	0	0	0	2	4	0	18
TOTAL/WP	93	83	103	42	28,5	93	19	461,5
TOTAL/ACTIVITY	321							

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PART B. SECTION 3. IMPLEMENTATION

	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	P14	P15	Total
	SME1	UNI1	UNI2	UNI3	SME2	SME3	SME4	SME5	UNI4	IND1	UNI6	SME6	RTD1	IND2	IND3	PM
WP1 Project management	28	0	6	0	0	3	3	0	2	0	0	2	0	2	2	48
WP2 Development of piezo materials for high stress conditions	13	23	29	26	8											99
WP3 Development of piezo materials for humid environment	13	26	31	21	8											99
WP4 Production method for piezo materials for extreme conditions	3	5	5		63		2									78
WP5 Development of narrow electrodes by screen printing technology	16						32	5								53
WP6 Development of electrodes by ultra-thin metal wire technology	16				13	62					15	19				125
WP7 Development of IDE actuators for industrial applications	23	6	4		8	4	4	6	1		2		12			70
WP8 Industrial application I: Wind turbines RTD part									18							18
WP8 Industrial application I: Wind turbines Demo part	3									4						7
WP9 Industrial application II: Wire bonding machines RTD part											42					42
WP9 Industrial application II: Wire bonding machines Demo part	3											24				27
WP10 Industrial application III: Active engine mount RTD part													22			22
WP10 Industrial application III: Active engine mount Demo part	3													27		30
WP11 Industrial application IV: Car control system RTD part													22			22
WP11 Industrial application IV: Car control system Demo part	3														28	31
WP12 Dissemination, training, exploitation and validation	10	2	2	2	3	3	3	3	2	3	2	3	3	3	3	50
Total project activities	134	62	77	49	103	72	44	14	23	7	61	48	59	32	33	825

Person months for end-user partners should be included – also if they don't ask for funding.

PART B. SECTION 3. IMPLEMENTATION

DELIVERABLES

- Sorted chronologically. Indicate the nature and level of dissemination

R=report	DEM=Prototype, demonstrator, pilot, plan designs	DEC=Websites, patents	O=Software, technical diagram
PU=public, fully open	CO=Confidential, restricted under conditions in AGMA	CI=Classified, information as COM2001/844/EC	

MILESTONES

- Sorted chronologically and by WP. Indicate the means for verification

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PART B. SECTION 3. IMPLEMENTATION

Del. no.	Deliverable title	WP no.	Nature	Dissemination level	Delivery date
1.1	Industrial Requirements and Process Performance Criteria	1	R	CO	4
2.1	Report compilation of the standard operating methods to be employed for analytical measurements and soil characterization through the entire project	2	R	PU	4
1.2	Life Cycle Assessment Report – Current Processes	1	R	PP	12
2.3	Report on the optimization and evaluation of bioleaching- washing process for the removal of inorganic and organic contaminants	2	R	CO	20
1.3	Risk Assessment Report	1	R	PP	24
1.4	Life Cycle Assessment Report – SOCLENAM Process	1	R	PP	36
1.5	Economic Viability and Business Model Report	1	R	CO	36

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PART B. SECTION 3. IMPLEMENTATION

- **3.3 Consortium as a whole**
- Describe the consortium. How will it match the project's objectives, and bring together the necessary expertise? How do 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.

- **Other countries and international organisations**: explain why the participation of the entity in question is essential to carrying out the project

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PART B. SECTION 3. IMPLEMENTATION

Indicate complementarity and experience by partner

Introduce the labels to the partners explaining the suitability

Prior cooperation history

Justify key role of international partners and SMEs (exploitation, use, awareness, etc)

Use a competency matrix

Include graphs or tables of your value chain. Exploit the value chain relationships

	RESEARCH INSTITUTIONS				PRIVATE SECTOR (5 SMES, 1 LE)							EU STK	POL STK
Experience & Background	KTH	UAB	SP	CBS	NAD	PAR	ST	GA	CPI	AI	FCC	DHI	ARC
Business Model				X					X				X
Technology market surveillance			X	X					X	X		X	
IP management	X	X	X	X					X	X		X	
Policy watch			X	X					X	X		X	
LCA and Risk Assessment			X							X			X
Industrial Requirements				X	X	X	X	X	X	X	X		X
Bioleaching	X	X					X				X		
Soil science		X					X	X			X		X
Soil washing		X					X	X		X	X		X
Soil remediation		X					X	X		X	X		X
EU soil policy							X	X	X	X	X	X	X
Surface modification	X		X			X							
Nanotechnology	X	X	X		X	X		X					
Up-scaling					X	X	X				X		
Engineering					X	X	X	X			X		
Technology Transfer	X	X	X	X					X				
Standardization										X		X	X
Dissemination	X	X	X	X	X	X	X	X	X	X	X	X	X
Prior EU FP projects MGT	X	X	X	X					X	X			

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PART B. SECTION 3. IMP

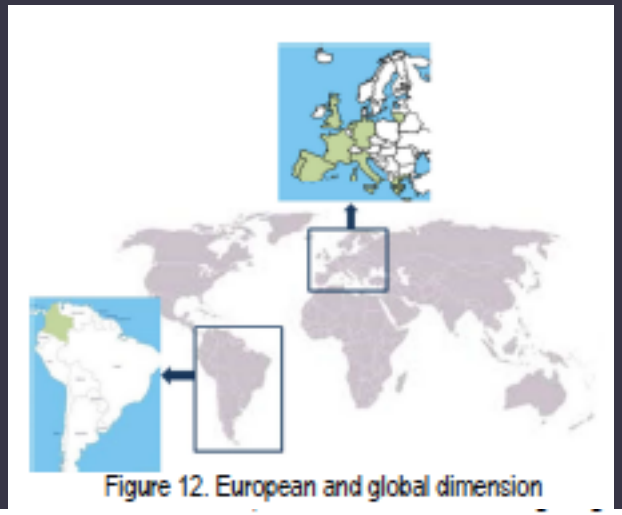
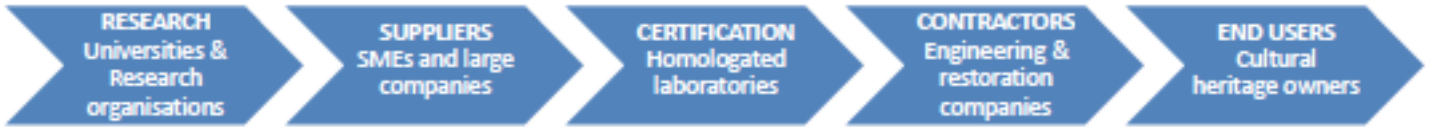


Figure 12. European and global dimension



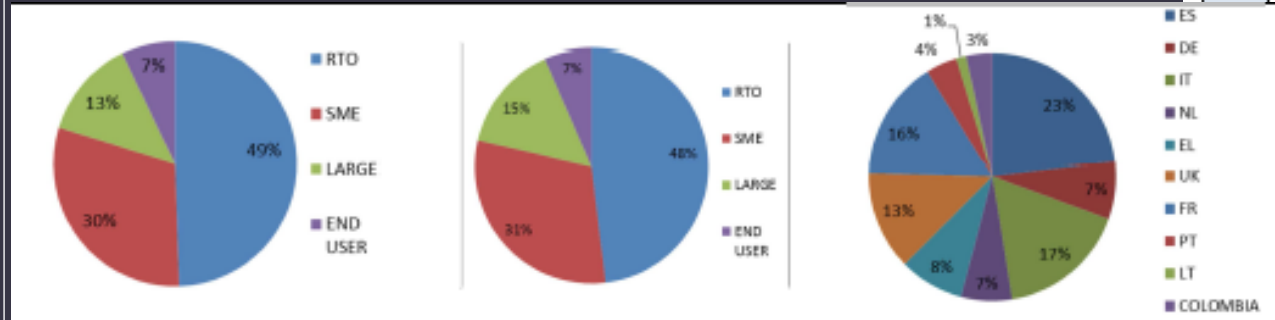


Figure 11. Chart of the project PM and budget distribution

Table 16. Consortium overview: expertise & roles

TRL	Partner	Type	Expertise	Main role in the project
	TECHNOLOGY PROVIDERS TO DEVELOP RTD ACTIVITIES AND SUPPORT INDUSTRIAL PARTNERS			
TRL 4 TO 5	**TECNALIA** (ES)	Private Research Organisation	Construction sector, including cement science and cultural heritage rehabilitation	Project Coordinator. WP5 Leader: Demonstration, especially related to the evaluation of project results and suitability with heritage. Relevant role in the combination of different solutions (WP4) and communication and dissemination activities (WP8)
	TUE (NL)	University	Categorization of heritage buildings, chlorides binding modelling and lifetime predictions	WP1 Leader: Historic reinforced concrete structures categorization, especially related to materials and deterioration mechanisms and categorization. Relevant role in the chlorides modelling (WP4). Responsible for the Dutch case study.
	USTUTT (DE)	University	Cultural heritage materials testing. Realkalinisation based on ultrafine cements and mortars	WP4 leader: Characterization and effectiveness of the developed solutions. Support to PAREX in the development of injection mortars (WP3). Responsible for the German case study
	CNR (IT)	Public Research Organisation	Climatology, environmental impact assessment, design and synthesis of nanostructured materials for conservation	WP6 Leader: Guidelines, precertification and further standardization, especially related to environmental impact assessment. Support to AMS in the selection, preparation and characterization of substrates (WP4) and coatings development (WP3)
		ersity	Vulnerability and strengthening techniques for historic concrete structure	WP2 Leader: Definition of the requirements for the development and application of solutions. Relevant role in the characterisation of the solutions (WP4) and support to PAREX in the strengthening repair based on steel grout (WP3)
	UA ES)	University	Electrochemical extraction of chlorides, conductive cementitious materials	Support to VECTOR in the development of the electrochemical extraction of chlorides by the application of anodic cement-based system (WP3)
	INDUSTRIAL PARTNERS: DEVELOPERS OF INNOVATIVE SOLUTIONS			
	AREX FR)	Large	Construction chemicals industry, focused on ready to use specialty dry mix mortars and reinforcement	Development of structural repair technologies (supported by UNIPD) and injection mortars solutions (supported by USTUTT) (WP3 and WP4). High involvement in WP6 and WP7
	RGOS Colombia)	Large	Cement producer	Main role in the up scaling of material production for demo activities (WP5). Involved in the development of injection mortars as cement developer and supplier (WP3). High involvement in WP6 and WP7. Responsible for the Colombian case study

PART B. SECTION 3. IMPLEMENTATION

- **3.4 Resources to be committed**
- Please provide the following: a table showing number of person months required (table 3.4a) a table showing 'other direct costs' (table 3.4b) for participants where those costs exceed 15% of the personnel costs (according to the budget table in section 3 of the administrative proposal forms)

- Explain the budget/partner based on indicators.
- Link to key tasks, aims or WPs.
- Quantify and detail for each category HHRR, other costs, detail trips (try to use flat rates for the overall consortium).
- All the information requested during pre-proposal will facilitate this section.

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Table 13 SOCLENAM cost breakdown in each work package, including major costs items

WP	Person-	Personnel	Equipment	Consumables	Travelling	Subtotal	Overheads	Subcontract	Total cost	Request index	Total requested
1	93	526.884	0	36.500	27.000	63.500	279.081	12.000	881.465	0,75	643.624
2	83	367.888	86.300	75.960	24.000	186.260	245.750	0	799.898	0,75	546.509
3	103	490.562	110.000	120.000	21.000	251.000	449.367	0	1.190.929	0,75	893.197
4	42	235.575	110.000	9.750	12.000	131.750	219.321	0	586.646	0,75	430.069
5	28,5	151.573	0	0	24.000	24.000	92.079	0	267.652	0,5	133.826
6	93	570.623	2.000	149.400	90.000	241.400	454.875	0	1.266.898	1	1.266.898
7	19	170.100	0	0	12.000	12.000	106.116	10.000	300.216	1	300.216
TOTAL	461,5	2.513.205	308.300	391.610	210.000	909.910	1.846.589	22.000	5.293.704		4.214.336

Table 14 SOCLENAM overall budget and breakdown by partners and their requested contribution over the 36 months of the project.

PARTNER	Total p/m	Staff costs	Other costs	Subcontract	Indirect	Total budget	Total requested
KTH	70	€ 512.064	€ 225.700	€ 2.000	€ 442.658	€ 1.182.422	€ 980.397
UAB	62	€ 241.995	€ 142.210	€ 2.000	€ 230.523	€ 616.727	€ 497.096
NAD	29	€ 162.400	€ 178.200	€ 2.000	€ 204.360	€ 546.960	€ 431.760
PARDAM	55	€ 165.000	€ 70.200	€ 0	€ 47.040	€ 282.240	€ 215.940
ST	22	€ 143.352	€ 39.700	€ 0	€ 143.352	€ 326.404	€ 249.361
DHI	6	€ 65.400	€ 3.600	€ 0	€ 41.400	€ 110.400	€ 110.400
CBS	20	€ 166.100	€ 27.200	€ 0	€ 115.980	€ 309.280	€ 257.294
SP	30,5	€ 213.500	€ 30.200	€ 2.000	€ 265.633	€ 511.333	€ 403.175
CPI	47	€ 283.880	€ 62.400	€ 14.000	€ 207.768	€ 568.048	€ 493.232
ARC	24	€ 116.640	€ 18.700	€ 0	€ 27.068	€ 162.408	€ 133.164
FCC	45	€ 262.125	€ 57.200	€ 0	€ 63.865	€ 385.190	€ 215.390
GEOPLANO	33	€ 90.750	€ 30.400	€ 0	€ 25.442	€ 146.592	€ 113.180
AMBIENTE	18	€ 90.000	€ 24.200	€ 0	€ 31.500	€ 145.700	€ 113.950
TOTAL	**461,5**	**€ 2.513.206**	**€ 909.910**	**€ 22.000**	**€ 1.846.589**	**€ 5.293.704**	**€ 4.214.336**
%		47	17	0,4	35		80

ADMINISTRATIVE FORMS

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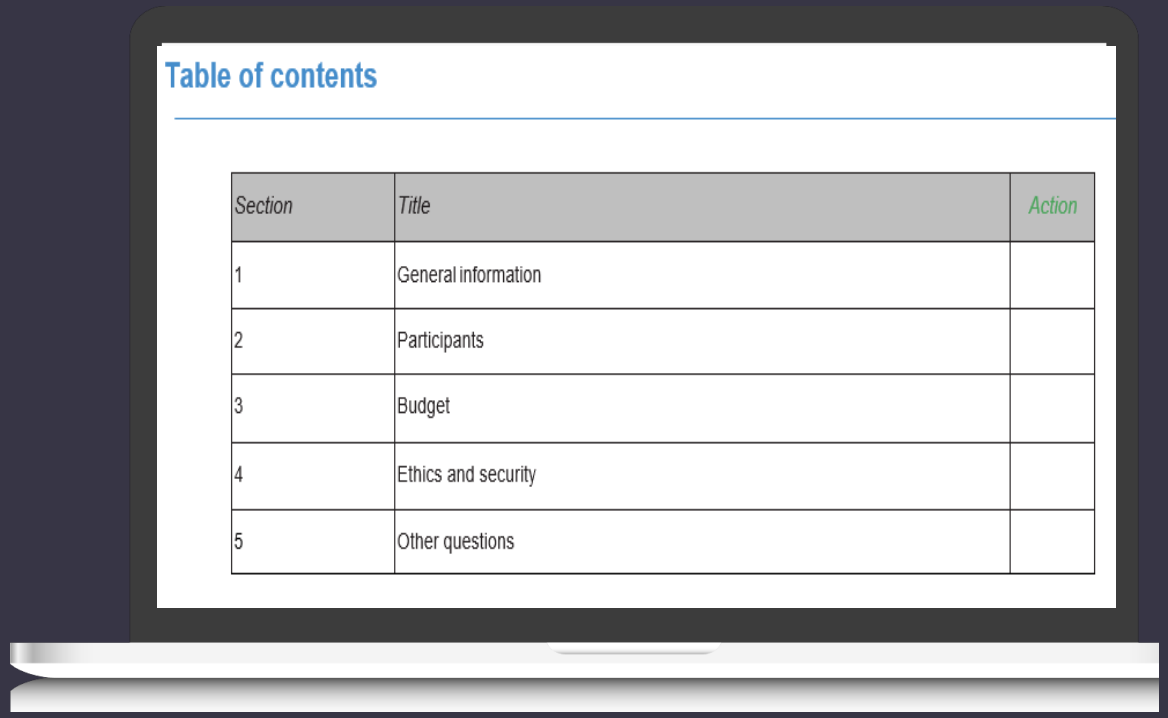
PART A

1. General information
   - Abstract
   - Declarations
2. Participants
   - Administrative data
   - Researchers involved in the proposal
   - Role of participating organization in the project
   - Up to 5 relevant publications, dataset, goods, etc.
   - Up to 5 relevant projects or activities
   - Description of any significant infrastructure
   - Gender Equality Plan
3. Budget
4. Ethics and security issues
5. Other questions (if any)



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PART A

Participants

- Administrative data
- Researchers involved in the proposal
- Role of participating organization in the project
- Up to 5 relevant publications, dataset, goods, etc.
- Up to 5 relevant projects or activities
- Description of any significant infrastructure
- Gender Equality Plan

Allocate adequate attention – ALL partners

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PART A

2. Participants: researchers involved in the proposal

Researchers involved in the proposal

Include only the researchers involved in the proposal, (see below definition of 'researcher'). You do not need to include in the table the identity of other persons involved in the proposal who are not researchers.

'Researchers are professionals engaged in the conception or creation of new knowledge. They conduct research and improve or develop concepts, theories, models, techniques instrumentation, software or operational methods. (Frascati Manual 2015)'

Include also person in charge of the proposal if a researcher.

Title	First Name	Last Name	Gender	Nationality	E-mail	Career stage[1]	Role of researcher (in the project)	Reference Identifier	Type of identifier
			[Woman] [Man] [Non-binary]			[Category A – Top grade researcher] [Category B – Senior researcher] [Category C – Recognised researcher] [Category D – First stage researcher]	[Leading] [Team member]		[ORCID] [Researcher Id] [Other - specify]

[1] Career stages as defined in Frascati 2015 manual:
Category A – Top grade researcher: the single highest grade/post at which research is normally conducted. Example: 'Full professor' or 'Director of research'.
Category B – Senior researcher: Researchers working in positions not as senior as top position but more senior than newly qualified doctoral graduates (IsCED level 8). Examples: 'associate professor' or 'senior researcher' or 'principal investigator'.
Category C – Recognised researcher: the first grade/post into which a newly qualified doctoral graduate would normally be recruited. Examples: 'assistant professor', 'investigator' or 'post-doctoral fellow'.
Category D – First stage researcher: Either doctoral students at the IsCED level 8 who are engaged as researchers, or researchers working in posts that do not normally require a doctorate degree. Examples: 'PhD students' or 'junior researchers' (without a PhD).

PART A

2. Participants: Role in the project

Application Forms

Proposal ID **XXXXXXXXX** *Acronym* **XXXXXXX** Participant short name: **XXXX**

Role of participating organisation in the project *Applicants may select more than one option.*	
Project management	☐
Communication, dissemination and engagement	☐
Provision of research and technology infrastructure	☐
Co-definition of research and market needs	☐
Civil society representative	☐
Policy maker or regulator, incl. standardisation body	☐
Research performer	☐
Technology developer	☐
Testing/validation of approaches and ideas	☐
Prototyping and demonstration	☐
IPR management incl. technology transfer	☐
Public procurer of results	☐
Private buyer of results	☐
Finance provider (public or private)	☐
Education and training	☐
Contributions from the social sciences or/and the humanities	☐
Other Specify (50 character limit):	☐

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PART A

2. Participants: up to 5 publications, datasets, software, goods, etc.

List of up to 5 publications, widely-used datasets, software, goods, services, or any other achievements relevant to the call content.

Type of achievement	Short description
[Publication] [Dataset] [Software] [Good] [Service] [Other achievement]	Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID). Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.

This proposal version was submitted by [Name, FAMILY NAME] on [dd/mm/yyyy HH:mm:ss] Brussels Local Time. Issued by the Funding and Tenders Portal Submission Service.

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PART A

2. Participants: relevant projects and significant infrastructure

- Up to 5 relevant projects (including projects funded under other programmes)
- Significant infrastructure:
  - Testing site
  - Software
  - IT capacity

List of up to 5 most relevant previous projects or activities, connected to the subject of this proposal

Name of Project or Activity	Short description

Description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work

Name of infrastructure or equipment	Short description

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PART A

2. Participants: Gender Equality Plan

Gender equality plan

Having a gender equality plan is an eligibility criterion for Public bodies, Higher education establishments and Research organisations from Member States and Associated Countries. Be aware that if the proposal is selected, having a Gender Equality Plan will be necessary before the grant agreement signature (applicable on calls with deadlines in 2022 and beyond).

Does the organisation have a Gender Equality Plan (GEP) covering the elements listed below?

○ Yes ○ No

Minimum process-related requirements (building blocks) for a GEP

- **Publication:** formal document published on the institution's website and signed by the top management
- **Dedicated resources:** commitment of human resources and gender expertise to implement it.
- **Data collection and monitoring:** sex/gender disaggregated data on personnel (and students for establishments concerned) and annual reporting based on indicators.
- **Training:** Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers.

Content-wise, recommended areas to be **covered** and addressed via concrete measures and targets are:

- work-life balance and organisational culture;
- gender balance in leadership and decision-making;
- gender equality in recruitment and career progression;
- integration of the gender dimension into research and teaching content;
- measures against gender-based violence including sexual harassment.

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IMPACT PATHWAYS

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From project to impact

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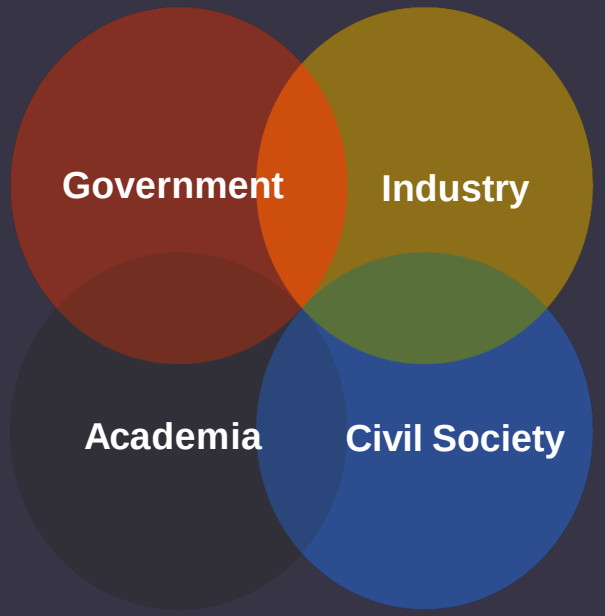
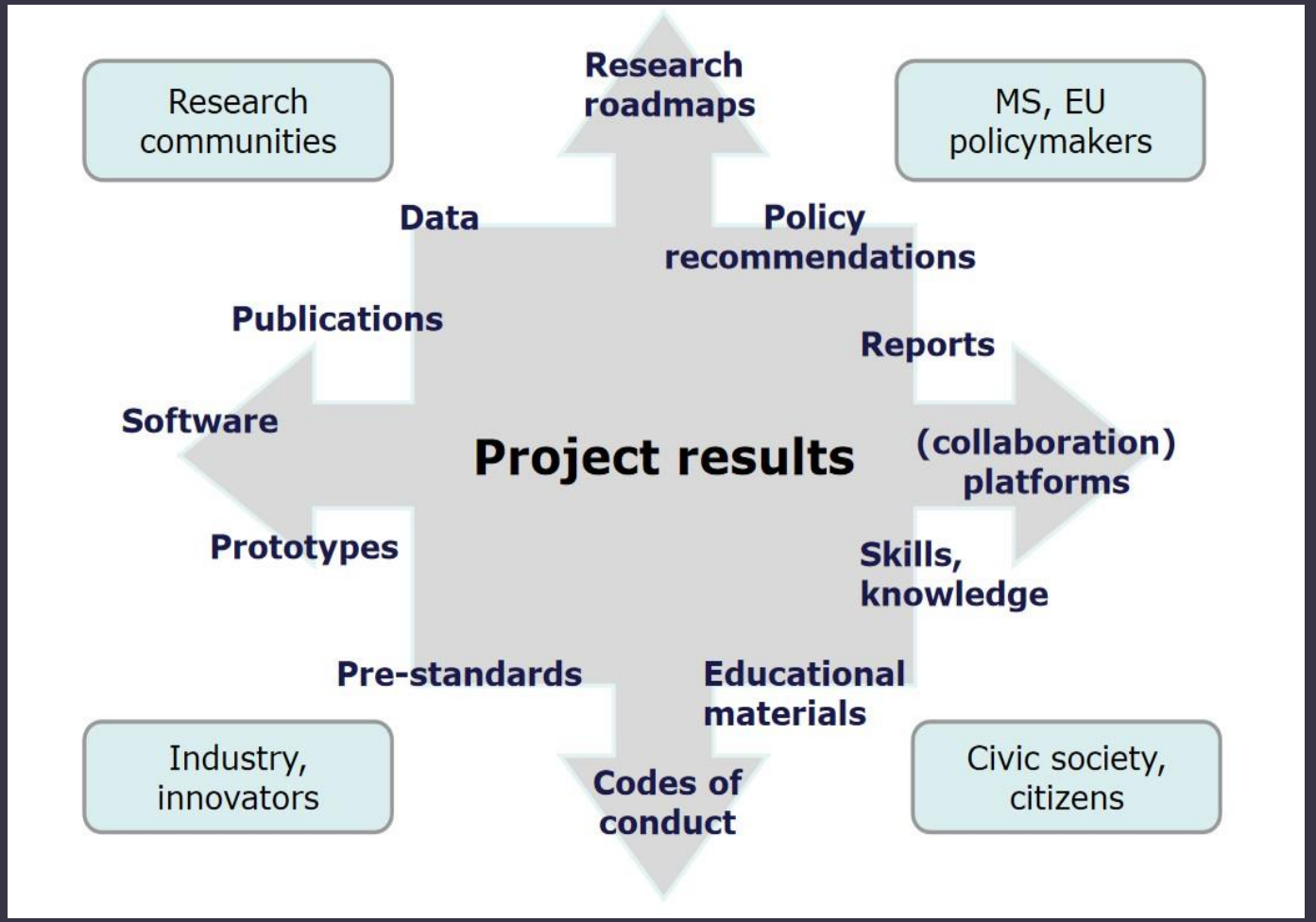
AUDIENCE

Quadriple helix – who needs what?





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PATHWAY TO IMPACT

Outcome:

Successful deployment of existing scientific and practical knowledge and more bio-based solutions introduced in rural areas

- Training courses for Hub members; Best practices

Project result

- Co-creation workshops for co-developing new solutions with market-based Hub members

Action/Method

- Bio-based innovators, farmers, clusters

Target groups

- Fill in knowledge gaps - lack of skills and awareness on bio-based solutions and business models

Needs

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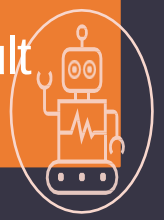
PATHWAY TO IMPACT

Outcome:
Successful deployment of existing scientific and practical knowledge and more bio-based solutions introduced in rural areas

Project result	Action/Method	Target groups	Needs
Compendium of good practices; Guide on decision-making; Policy consultancy services	Design thinking workshops for rural development bodies; Policy sessions	• Local governments in rural areas, farmer associations, rural development authorities	Need evidence on good practices for incentives, regulations, actions supporting the deployment of bio-based solutions

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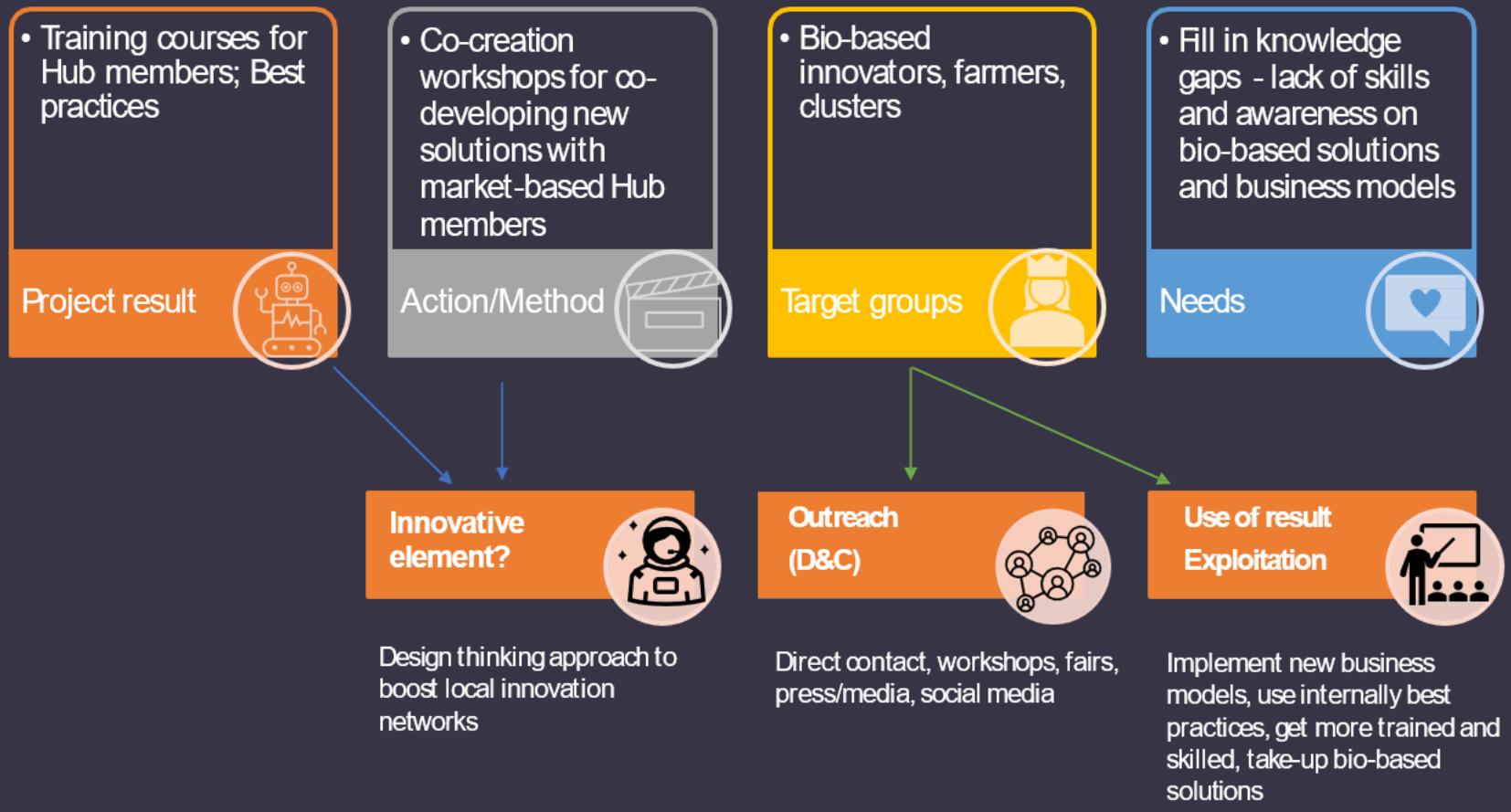
PATHWAY TO IMPACT

Outcome:

Successful deployment of existing scientific and practical knowledge and more bio-based solutions introduced in rural areas



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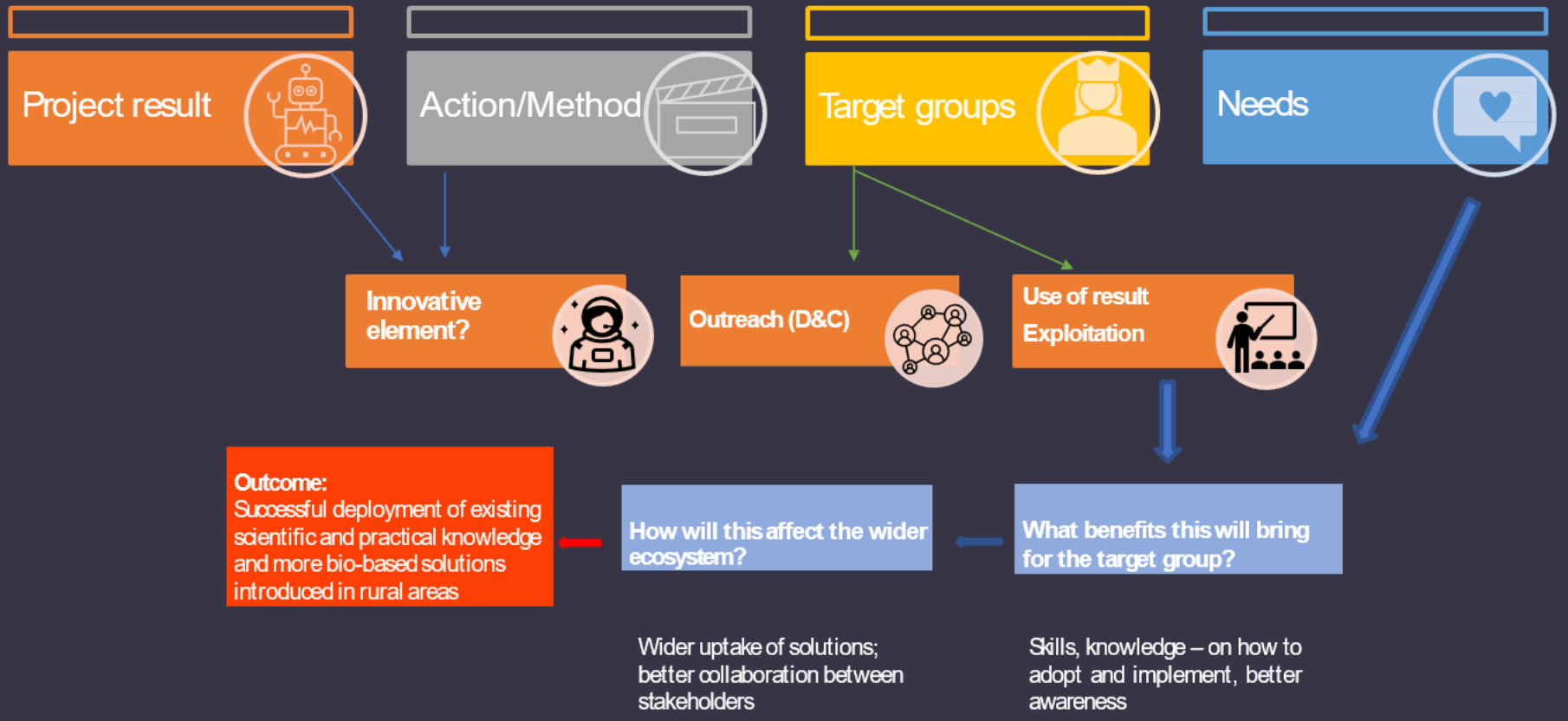
PATHWAY TO IMPACT

Outcome:
Successful deployment of existing scientific and practical knowledge and more bio-based solutions introduced in rural areas



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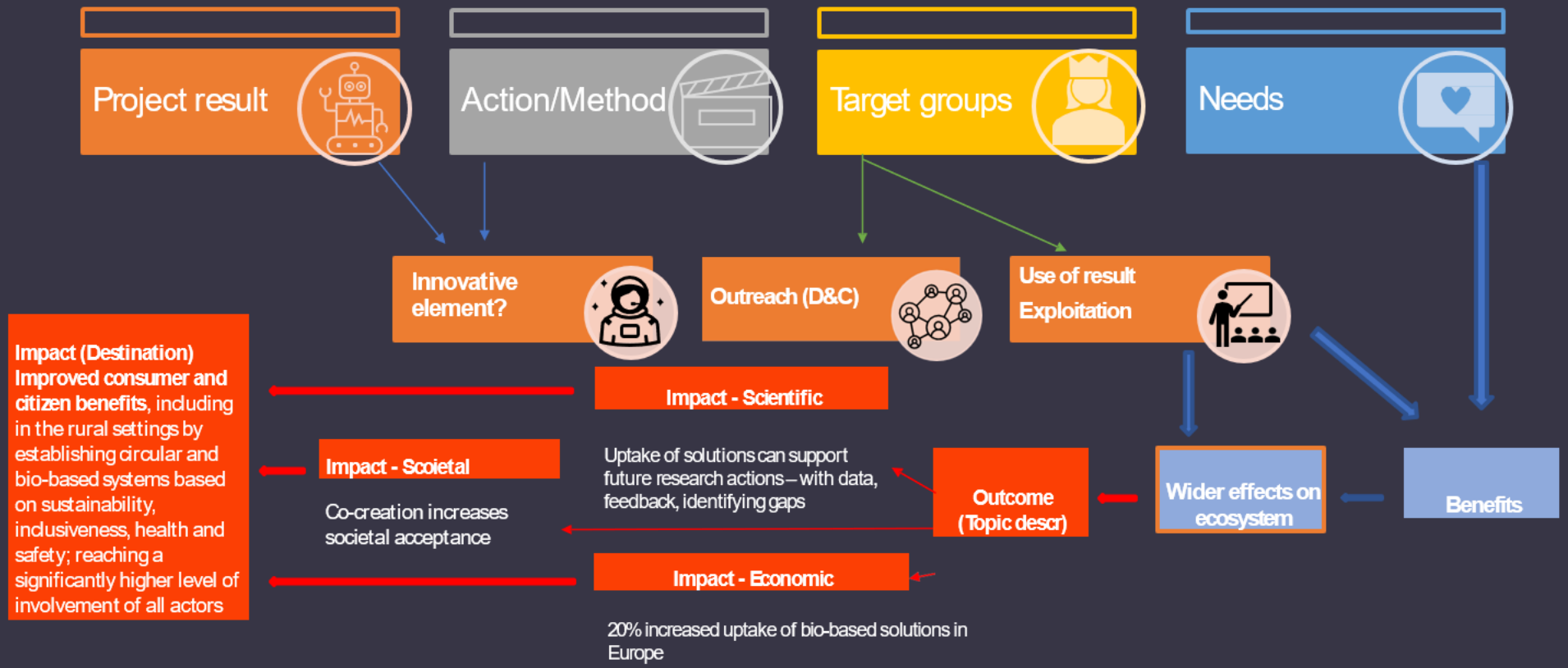
PATHWAY TO IMPACT



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THREE TYPES OF IMPACT BASED ON OBJECTIVES

Scientific impact

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

Societal impact

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

Economic impact

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

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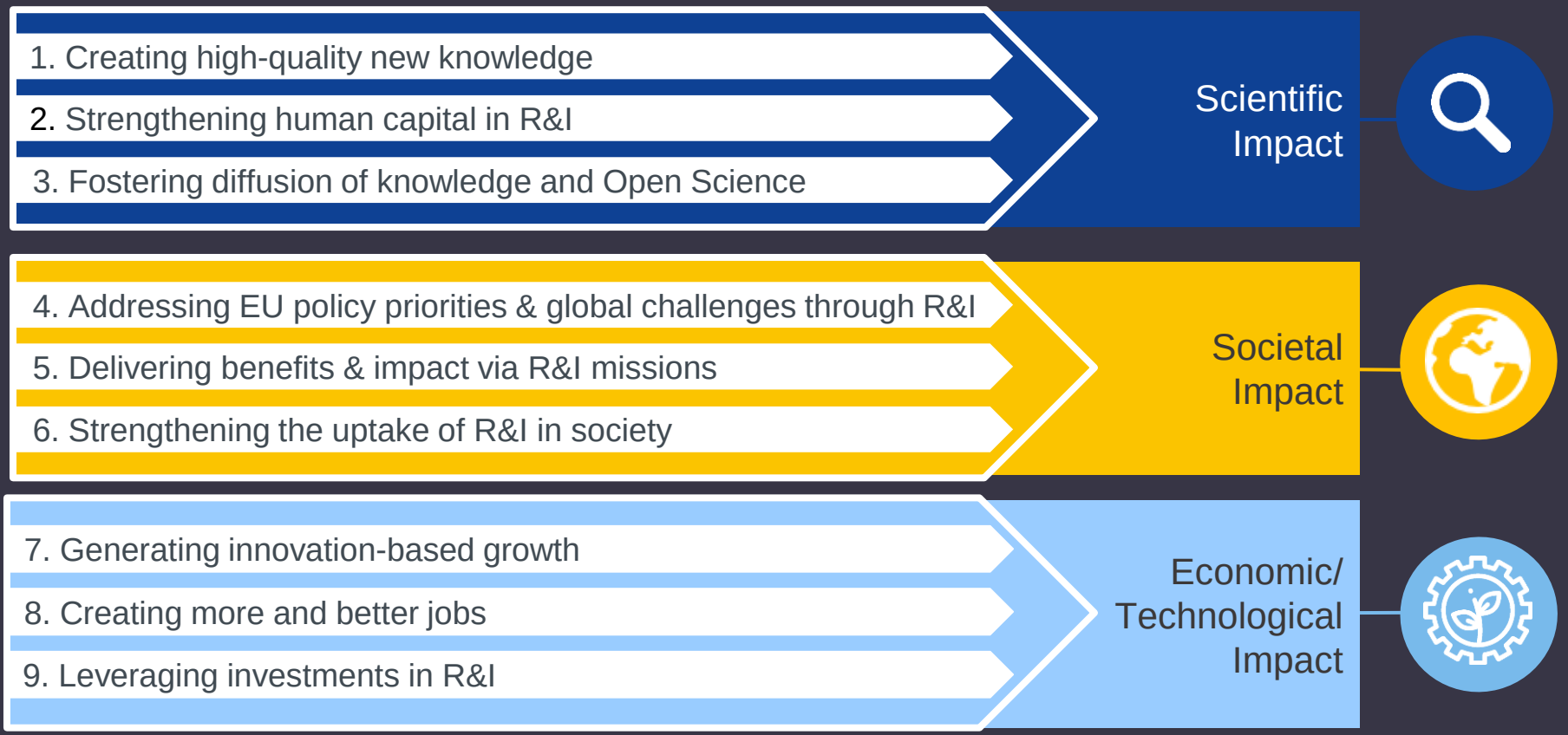
HORIZON EUROPE LEGISLATION defines three types of impact, tracked with Key Impact Pathways



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

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Pathway 1. Creating high quality new knowledge

STORY LINE: The FP creates and diffuses high quality new knowledge, as shown by the high-quality publications that become influential in their field and worldwide.

- **Indicator (short, medium, long-term)**

Data needs: Identification of publications co-funded by the FP through the insertion of a specific funding source ID when publishing, allowing follow-up tracking of the perceived quality and influence through publication databases and topic mapping.

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IMPACT IMPLEMENTATION (example)

	Result	Outcome	Impact
LEGAL BASE [Objectives & KIPs]			
STRATEGIC PLAN [Policy priorities & R&I strategic orientation]			Seamless, smart, inclusive and sustainable mobility services through new digital technologies
WORK PROGRAMME [Destinations & Topics]		Innovative logistics solutions applied by the European air transport sector	Seamless, smart, inclusive and sustainable air services
HORIZON EUROPE PROJECT [Project results]	Successful large-scale demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management	At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project	15% increase of maximum passenger capacity in European airports

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HORIZON EUROPE IMPACT IMPLEMENTATION

STRATEGIC PLAN

WORK PROGRAMME

PROJECT

EC POLICY PRIORITIES

Political Guidelines for the European Commission 2019-2024 (and other key strategic documents - e.g. Green Deal)

KEY STRATEGIC ORIENTATIONS FOR R&I

Set of strategic objectives within the EC policy priorities where R&I investments are expected to make a difference

IMPACT AREAS

Group of expected impacts highlighting the most important transformation to be fostered through R&I

EXPECTED IMPACTS
⇒ *DESTINATIONS*

= General objectives

Wider effects on society (incl. the environment), the economy and science enabled by the outcomes of R&I investments (long term).

EXAMPLE

Strategic Plan & Work Programme: R&I contribution to seamless, smart, inclusive and sustainable mobility services

Project : Increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs

EXPECTED OUTCOMES
=>*TOPICS*

= Specific objectives

Effects of Horizon Europe projects such as uptake, diffusion, use and deployment of the projects' results by direct target groups (medium term)

EXAMPLE

Work Programme : Innovative accessibility and logistics solutions applied by the European Transport sector

Project : At least 9 European airports adopt the advanced forecasting system that was demonstrated during the project

PROJECT RESULTS

= Operational objectives

What is produced during the project implementation, such as innovative solutions, algorithms, new business models, guidelines, policy recommendations, methodologies, publications, database, prototypes, trained researchers, new infrastructures, proof of feasibility, networks, etc. (short term)

EXAMPLE

Project (by the end of its implementation): Successful large-scale demonstration trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management

IMPACT CRITERION
aspects to be taken into account

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

STRUCTURE OF THE IMPACT SECTION

- Projet's pathways towards impact
- Measures to maximise impact - Dissemination, exploitation and communication

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Proposal: The impact canvas new

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS

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.

EXPECTED RESULTS

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.

D & E & C MEASURES

What dissemination, exploitation and communication measures will you appl

Exan

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TARGET GROUPS	OUTCOMES	IMPACTS
Who will use or further up-take the results of the project? Who will benefit from the results of the project?	*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?*	*What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?*
Example 1 **9 European airports:** Schiphol, Brussels airport, etc. **The European Union aviation safety agency.** **Air passengers (indirect).** Example 2 **End-users:** consumers of electronic devices. **Major electronic companies:** Samsung, Apple, etc. **Scientific community** (field of transparent electronics).	Example 1 **Up-take by airports:** 9 European airports adopt the advanced forecasting system demonstrated during the project. Example 2 **High use of the scientific discovery published** (measured with the relative rate of citation index of project publications). A **major electronic company** (Samsung or Apple) **exploits/uses the new product** in their manufacturing.	Example 1 **Scientific:** New breakthrough scientific discovery on passenger forecast modelling. **Economic:** Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs. Example 2 **Scientific:** New breakthrough scientific discovery on transparent electronics. **Economic/Technological:** A new market for touch enabled electronic devices. **Societal:** Lower climate impact of electronics manufacturing (including through material sourcing and waste management).

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.

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Proposal: The impact canvas new

TARGET GROUPS	OUTCOMES	IMPACTS
Who will use or further up-take the results of the project? Who will benefit from the results of the project?	*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?*	*What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?*
Example 1 **9 European airports**: Schiphol, Brussels airport, etc. **The European Union aviation safety agency.** **Air passengers (indirect).** Example 2 **End-users**: consumers of electronic devices. **Major electronic companies**: Samsung, Apple, etc. **Scientific community** (field of transparent electronics).	Example 1 **Up-take by airports:** 9 European airports adopt the advanced forecasting system demonstrated during the project. Example 2 **High use of the scientific discovery published** (measured with the relative rate of citation index of project publications). A **major electronic company** (Samsung or Apple) **exploits/uses the new product** in their manufacturing.	Example 1 **Scientific:** New breakthrough scientific discovery on passenger forecast modelling. **Economic:** Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs. Example 2 **Scientific:** New breakthrough scientific discovery on transparent electronics. **Economic/Technological:** A new market for touch enabled electronic devices. **Societal:** Lower climate impact of electronics manufacturing (including through material sourcing and waste management).

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COMMUNICATION, DISSEMINATION, EXPLOITATION IN HORIZON EUROPE

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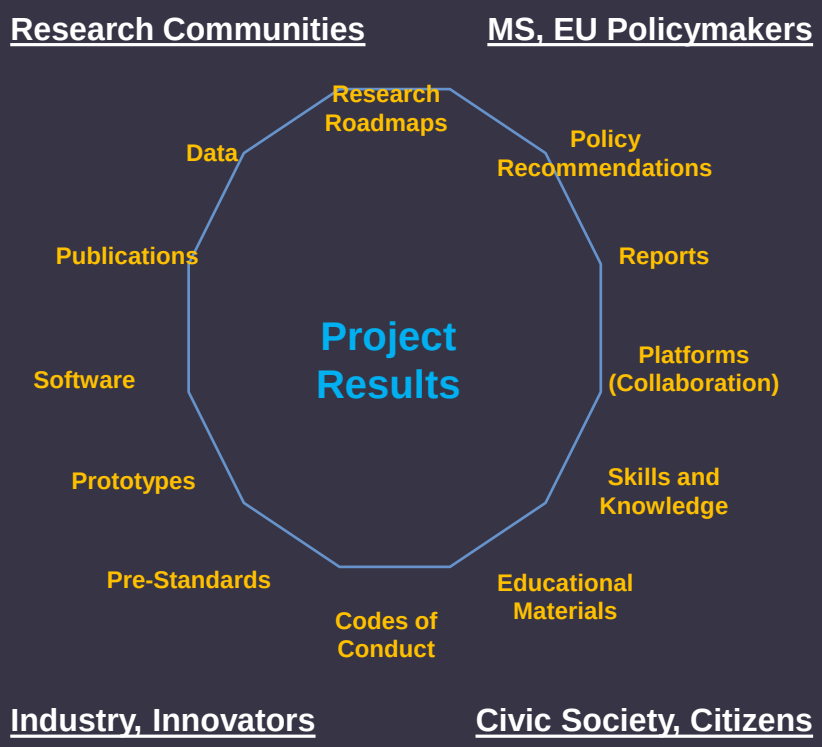
STARTING POINT 1: DEFINITIONS…

Results:

Results' means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights…

Key results are the **outputs generated during the project which can be used and create impact**, either by the project partners or by other stakeholders

Project results can be reusable and exploitable (e.g. inventions, prototypes, services) as such, or elements (knowledge, technology, processes, networks) that have potential to contribute for further work on research or innovation



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…MORE DEFINITIONS

Communication:

Taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange

- Reach out to society as a whole
- Demonstrate how EU funding contributes to tackling societal challenges
- Strategically planned with pertinent messages, right medium and means

Dissemination:

The public disclosure of the results by appropriate means, other than resulting from protecting or exploiting the results, including by scientific publications in any medium

- Circulation of knowledge and results to the ones that can best make use of them
- Enabling the value of results to be potentially wider than the original focus
- Essential element of all good research practice and vital part of the project plan

Exploitation:

The use of results in further research and innovation activities, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation and policy making activities

- Recognise exploitable results and their stakeholders, identify the value added from their use
- Partners can exploit their results or let them being exploited by interested third parties

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STARTING POINT 2: LESSONS LEARNED FROM H2020 ON D&E

Why does it not always happen? From the side of the project/beneficiaries

D&E = Tick boxes, and not real work

Focus on implementation vs. users' needs

Lack of skills (or interest) to share results with society

Lack of awareness on D&E opportunities (issues, solutions, market, etc.)

Not truly part of the project design from the start

Perceived as an "after-project" activity

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NOVELTIES: HORIZON EUROPE LEGAL BASIS

Article 35 – Exploitation and Dissemination

- *"Each beneficiary that has received Union funding shall use its best efforts to exploit the results it owns, or to have them exploited by another legal entity. Exploitation may be direct by the beneficiaries or indirect in particular through the transfer and licensing of results in accordance with Article 40"*

- *"Beneficiaries shall disseminate their results as soon as it is feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests."*

Article 46 : Information, communication, publicity and dissemination and exploitation

Para 3: The Commission shall also establish a **dissemination and exploitation strategy** for increasing the availability and diffusion of the Programme's research and innovation R&I results and knowledge to accelerate exploitation towards market uptake and boost the impact of the Programme.

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WHAT'S NEW IN D&E UNDER HE?

Changes from H2020

- D&E is part of the Key Impact Pathway to demonstrate the contribution to the impact on society
- Improvements on the proposal/reporting template to introduce more specific language on D&E
- Emphasis on continuous reporting on D&E (even after the end of the project)
- Encouragement of third party exploitation (where appropriate)
- Introduction of incentives for exploitation

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D&E AT PROPOSAL STAGE

Under the Key Impact Pathway

- D&E cuts across the overall project life cycle, from the proposal until after the end of the project
- Applicants have to submit (unless Work Programme says otherwise) a short description of the D,E &C activities together with the impact pathways in their proposal
- In Horizon Europe not a full fledged D&E plan is required at proposal stage, but a complete exploitation, dissemination and communication plan has to be submitted during the first 6 months of the project

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OBLIGATIONS OF BENEFICIARIES TO EXPLOIT THEIR RESULTS

and the Horizon Results Platform

- In Horizon Europe, as in H2020, the obligation to exploit remains and is a responsibility of the beneficiaries on a "best efforts" approach
- When specified in the WP additional exploitation obligations could be applied
- Horizon Europe encourages the use of the R&I results through third party exploitation (where appropriate)
- If despite the best effort for exploitation no uptake happens within a specific period after the end of the project (1 year), then the project must use the Horizon Results Platform to make exploitable results visible (unless obligation is waived)
- The Horizon Results Platform is free, is part of the F&T portal, available to all beneficiaries and is based on results, not on projects.

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform

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FOLLOW UP OF RESULTS AFTER THE END OF THE PROJECT

Through the reporting tools

- In HE, the follow up of the exploitation activities will continue after the end of the project
- The first year after the end of the project, and if no exploitation takes place, beneficiaries must use the Horizon Results Platform for making their exploitable results visible
- For the following period there will probably be a structured questionnaire available to beneficiaries to report on the progress, their needs and obstacles on their path for exploitation
- This questionnaire could be part of the EC grant management system and will remain open until the conclusion of the follow up period after the end of the project where a final report will be created

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MEASURES TO MAXIMIZE: D&E

The proposal takes in to account the capacity and role of each consortium member, and the extent to which the consortium as a whole brings together the necessary expertise

Planned D&E measures to *maximise the impact of projects*

- that are proportionate to the scale of the project
- that contain concrete actions (i.e. stakeholders management, business and market actions, standardisation, spin-off, etc.) to be implemented both during and after the end of the project
- planed according to draft timeline of when they will reach their own outcomes/impact both during and after the project

Target group *(e.g. scientific community, end users, financial actors, public at large)*

- What is the proposed channel to interact with the target group?
- What is the function of the proposed target group? How do they contribute to the maximisation of impact?

Follow-up plan to foster exploitation/uptake of the results

Policy feedback measures to contribute to policy shaping and supporting the implementation of new policy initiatives and decisions

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MEASURES TO MAXIMIZE: COMMUNICATION

Communication measures

- Adequate to **promote the project** and its findings **throughout the full lifespan** of the project
- **Strategically planned with clear objectives**
- That clearly **define the main message, tool(s) and channel(s)** that will be used to reach out to target groups
- To **promote** your project and its results **beyond the projects own community**
- To **communicate** your research in a way that is **understood by non-specialist**, e.g. the media and the public
- To **inform** EC in advance of communication activities expected to have a **major media impact**

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COMMUNICATION VS DISSEMINATION

- About the project and results
- Multiple audiences
  Beyond the project's own community
  (include the media and the public)
- Inform and reach out to society, show the benefits of research

- About results only
- Audiences that may use the results in their own work

e.g. peers (scientific or the project's own community), industry and other commercial actors, professional organisations, policymakers

- Enable use and uptake of results

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DISSEMINATION VS EXPLOITATION

Describe and make results visible

To audiences that may use the results

That may enable their use and uptake

Actual use of the results for scientific, societal, economic purposes or for policy making

All results generated during the project lifetime but also after its end

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MANAGEMENT OF INTELLECTUAL PROPERTY

Each Horizon Europe beneficiary shall use its best efforts to exploit the **results it owns**, or to have them exploited by another legal entity, in particular through the transfer and licensing of results. In this respect beneficiaries are required to adequately **protect their results** – if possible and justified – taking account of possible prospects for commercial exploitation and any other legitimate interest.

IP management in a proposal**:**

- Does the proposal present a comprehensive and feasible strategy for the management of the intellectual property generated in the project, including protection measures (if relevant)?
- Is the IP strategy commensurate with the described impact pathways to outcomes and impacts and therefore underpins the 'credibility' of these pathways?
- Does it consider 'freedom to operate' regarding background owned by consortium members or third parties (if relevant)?
- Does the IP approach give due thought to balancing between publication of results and plans to protect IP, e.g. in terms of timing the respective activities, involvement of IP experts?
- If relevant (work programme), have additional exploitation obligations in relation to IP been considered?

The provision of a **results ownership list (ROL)** is **mandatory** at the end of the project.

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GOOD PRACTICES & COMMON MISTAKES

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EXCELLENCE

Weaknesses

- The **objectives** match those of the call only partially, the objectives lack some specificity in some places and the description of efforts to achieve some objectives is insufficient.
- The **methodology and approach** are described in rather general or insufficient ways (e.g. not supported by facts or references), or are imbalanced (e.g. focus only on one technological aspect/area/theme/too much concentrated on literature only and the practical pilots are not described or briefly discussed). Chosen technology is not appropriate/enough justified/well described. Proposed approach is often not suitable/convincing/justified for the ambition of the project.
- **Ambition of the project** is not realistic. Over ambitious targets at the limited time scale or also very limited aims are usually referred to as a major shortcoming.
- The level of **trans-disciplinarity** is limited, not dealt with or integrated or formulated in an unclear way.
- **Scientific credibility** is limited or the assessment of the level of the ambition is difficult
- The **innovation potential** appears limited/ only one part of the project has innovation potential, the innovation potential and capacity to go beyond the state-of-the-art is not fully convincing.
- In IAs there should not be too much focus put on research activities.

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EXCELLENCE

Strengths

- **Ambitions** well in balance with the project consortium capabilities, objectives, and duration of the project. The proposal is ambitious, realistic and comprehensive
- In addition to the fact that all **objectives** are clearly described, logically planned and refer to the scope of the call, they are also **well formulated** (importance of English proofreading!).
- **Technological component** is well described
- It is well seen if the **replicability of the results** is also considered.
- The proposal is **innovative.** Use of **new methods/ technology** is in general seen as a positive aspect by evaluators – but of course, it has to be well justified and proofed by references.
- **Multi-actor approach** is in majority of cases considered as advantage. It is important to remember that simultaneously the required target groups/environments/areas should be highlighted. Clear priorities of the project have been well received by evaluators.
- Proposals which need engagement of **different regions** – the geographical coverage and thorough justification are highly appreciated.
- Positive attention could be gained through **follow-up activities/plans**
- Usage of results of **previous projects**, engagement with already existing thematic **networks**.
- The overall **conceptual framework** is sound, well described and designed

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IMPACT

Weaknesses

- Limited generation of **new knowledge** or the integration of new knowledge to existing remains unclear
- Limited engagement of **stakeholders** or limited research collaboration
- Lack of detailed **IPR** management
- **Impact after the end of the project** is questionable, as only insufficient information how the results will be maintained, updated and exploited beyond the duration of the project has been provided. It is highly connected to the problem that in many projects the **data management** is inadequately addressed.
- The description of the **dissemination strategy** lacks precision
- **Risk analysis** improperly considered
- **Quantification of impacts** insufficiently justified and impact **measurement missing/insufficient**. Concrete measures/indicators how the impacts will be assessed are not elaborated and it stays unclear how the results are reaching the target audience and what it will change. Achievability of the impact is often not convincing. **Impact addressed in a very narrow scale** is also problematic. It is often too much concentrated on local level benefits/benefits only to consortium members/certain narrow target groups – does not have an EU added value/ impact to wider public or market/impact to several different relevant stakeholders.
- **Restricted access to deliverables** is restricting strongly the extent of the impact
- **Replicability** of proposed solutions or methods uncertain

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IMPACT

Strengths

- The expected **impacts are outlined well**
- The proposed **measures for exploitation, dissemination and communication** of the project results are extensive and **adequate**. All partners are somehow included to dissemination activities and communication activities.
- **Open access** provided, **data management** well elaborated
- High potential to enable **new knowledge integration and transfer**
- High potential to enhance **innovation capacity**
- The project **consortium is strong**, e.g. project brings together different stakeholders and participation of each partner is well justified
- **Convincing methodology/business model** will ensure high impact
- Management of **IPR** is properly addressed

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IMPLEMENTATION

Weaknesses

- **Planning of Work Packages** (WP) contains several mistakes, e.g. in timing of outputs, potential overlap between WPs, interconnections missing between WPs, some obligatory WPs are missing (e.g. management or dissemination), structure of WPs is too complicated, objectives and WPs are not linked, division of work between partners is unjustified or not clear, insufficiently high allocation of resources are given to the coordinator. Milestones and deliverables are not aligned with the work plan.
- Inappropriate or superficially described **management** structure. For example the management structure is too complicated/decision making procedure is not clear/is hard to follow in practice. If not all the consortium members are involved in management activities, it can lead to a situation where the interests of some consortium members are not taken into account. It is also necessary to note that management procedures should be suitable for the consortium size.
- The **consortium** appears somewhat **imbalanced** or there is a limited SME involvement. Some partner descriptions insufficiently elaborated
- **Scientific coordination** light and not enough structured
- The **risk and innovation management** inadequately addressed, some crucial risks have not been identified
- The relative lack of **social sciences** decreases the likely effectiveness of the implementation
- No **advisory board** is associated with the project
- A **balanced participation** of women and men is not ensured
- **Innovation management** is missing

- **Budget** not balanced or overestimated. Budget is not in accordance with person months and with the ambition of the project.
- **Progress monitoring measures** (during the project) are not planned or very briefly described
- **Risk management** not considered

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IMPLEMENTATION

Strengths

- Good balance between expertise, good balance and complementarity between the participants in the **consortium**. Consortium covers the entire value chain. Composition of the consortium is in good coherence with the requirements of the call text (e.g. some specific partners could be required). If there is a plan to enter to a new market – a specific partner from that area would be a great benefit to the consortium. The gender, career-stage and geographical spread of the partners is excellent. **Coordinator** of the consortium is experienced and demonstrates credibility to lead and manage international projects.
- The **management** of the project is very focused, transparent and well-conceived. Clear **decision making process**, **conflict management** and **risk mitigation** plan is a great benefit. The presence of a scientific **advisory board** is welcome.
- The **work plan** is well developed and work packages are coherent and complementary. The **allocation of tasks** is well distributed between all the partners.
- The expected **deliverables** are appropriate and presented in a very detailed way
- The **budget** is well justified, the overall planned resources are well distributed among work packages and tasks

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From the evaluator perspective

Criterion	DO	DON'T
Excellence	Define objectives clearly. Be ambitious, but stay realistic. Choose appropriate methodology. Choose relevant partners and reliable coordinator. Put effort on describing the state-of-art and proof of concept. Create links with previous networks/projects and relevant policies. Engage interdisciplinary expertise. Stay accurate, concise throughout the proposal Bring out the innovation potential. If something stays unclear, contact your NCP.	Don't rush; poorly prepared proposal ruins even the most excellent plans. Don't repeat something what is already done. Don't forget to include partners from differe regions, disciplines, stakeholder groups to compose a balanced consortium. Don't forget to show the credibility of your consortium. Don't hesitate to provide detailed descriptio about your methodology, technical solution etc. Superficial description of the processes is often brought out as a major shortcoming If you have a novel approach – don't forget to describe it thoroughly and to support it with relevant references.

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From the evaluator perspective

Impact	When planning be concrete and precise. Quantify as much as possible. Use financial figures and develop a business model and/or business plan. Elaborate a convincing commercialisation plan. Take into account all the expected impacts described in the topic. Expected impacts should be derived and justified on previous results. Plan a good cooperation with end users from the beginning of the project. Involve policy makers, SMEs and industry in the proposal or plan a sustainable cooperation with them. Describe industrial uptake of research results in details. Develop an excellent dissemination plan (with diverse dissemination measures). Address adequately and clearly explain dissemination of project results. Ask for evaluation of impacts (by professionals). Ask NCPs for cooperation.	Don´t list irrelevant and unreal impacts. Don´t try to be very optimistic as it may cause the lack of credibility. Don´t use general descriptions, without any specific focus. Don´t use a weak or general analysis of the market and competition. Don´t miss concrete market details: potential market volumes, which markets, specific products, prices, etc. Don´t copy proposal´s parts (mainly IPR management) from your previous project proposals. Don´t forget that the impact should be related to the particular concept, not to the call fiche. Don´t repeat (or copy) required impact from the call instead of development of your own proposal content. Don´t confuse dissemination with communication or exploitation. Don´t forget to use concrete information about expected environmental savings.

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From the evaluator perspective

Implementation	Concrete and precise planning. Details and Quantification. Use Tables. Well-timed tasks and activities with well-balanced allocation to partners. Well-balanced and justified resources and budget. Consortium with partners who complement and synergize well in expertise and tasks. Consultation with NCP.	Don't use repetitions from within the text of the proposal. Don't do "copy-pastes" from other/ previous proposals. Don't forget the details - unsubstantiated/ unreferenced content/ figures/ numbers are causing a negative impression. Don't take beneficiaries/ Partners who are "joyriders" with no significant role and tasks. Don't plan vague Deliverables and Milestones. Lack of "Plan B" and contingency measures.

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DO's	DON'TS
Start with a detailed plan Include clear deadlines on deliverables for proposal input and regular calls/meetings to discuss the progress	**Start writing without a clear concept** Make sure all the expertise and plans from your collaborators are completely integrated into one concept and not separate projects within your project.
Appoint a writing team Appoint a small, hard-working writing team who will provide the proposal backbone; other participants can provide specifically requested input and details at a later stage.	**Criticise the competition too harshly** Differentiate yourself from the competition without dismissing them completely; your reviewer may have a vested interest in the success of your competition.
Ask an external reviewer to review the proposal in a prefinal stage Ask your reviewer if he understood the concept. Where did he lose interest or got excited? This will identify weaknesses of your proposal, in need of improvement.	**Use only text** Use visual aids, figures, diagrams and tables to bring your concept across without needing pages and pages of text.
Know, and keep to, all the regulations Know all the eligibility rules, but also the rules on the proposal layout. Stick to the given margins, font size and page limits.	**Skimp on the details** Be consistent in terminology and layout. Use summaries and conclusions to make important points stand out.
Include a detailed governance structure Think of a lean and appropriate management structure for your project. Include an external advisory board containing key influential players in your respective field.	**Talk science only** Successful proposals understand the impact their research has on society. Include a clear plan on how to maximise the impact of the results via exploitation and dissemination.
Collect administrative data in advance Go through the entire submission system once before submitting the proposal. Start requesting necessary participant data as soon as possible and make clear agreements on deadlines.	**Wait until the last moment to submit** Submission of large numbers of proposals can make the submission system slow and unreliable. Submit your proposal well in advance.

THANKS

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