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Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Twinning Proposals: Addressing the IMPACT Section

FGT23 – TWINNING

Odysseas Spyroglou, KE2

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REPUBLIC OF TURKEY
MINISTRY OF INDUSTRY
AND TECHNOLOGY



Twinning Call Aim

What is it about

Enhance networking activities between

**Research institutions of
Widening countries
(Coordinators)**

**Top-class leading
counterparts at EU**

At least 2 research institutions from 2 different MS or Associated
Countries

Expected Project Outcomes

The gains of the Coordinator (Widening Countries)

Networking for excellence through knowledge transfer and **exchange of best practice**

- Improved excellence capacity and resources
- Enhanced strategic networking activities
(Widening Coord + 2 Top EU Inst)
- Raised reputation, research profile and attractiveness
(Inst. Staff level)
- Strengthened research management capacities and
administrative skills
- Improved creativity (New approaches in R&I)



Twinning Proposal Components

The Scope of the Proposal

Strategy	Joint R&I	Capacity Building (Activities)	Dissemination, communication, outreach
<ul style="list-style-type: none"> Gap Analysis Short-term staff exchanges (Researchers) Trainings (on-site or virtual) 	<ul style="list-style-type: none"> Enlarging scope and/ or R&I partnerships. <30% of Project 	<ul style="list-style-type: none"> Improving staff Skills Upgrading research management/ administration 	<ul style="list-style-type: none"> Sharing Knowledge Creating Awareness

Scientific Strategy Component

Stepping up and stimulating scientific excellence and innovation capacity

A Gap Analysis may be necessary even at the proposal / preparatory stage

Level 1: R&I ecosystem

TIP: Link it with opportunities in the national economy (RIS3, national strategies)

Level 2: Institute

BE CAREFUL: not to be too dramatic, present also the strong points and make it look like you have the potential to shine..."with a little help from your friends"

Level 3: Scientific domain

FOCUS: On a distinctive domain that can move science forward and respond to societal challenges

Joint Research Component

Stepping up and stimulating scientific excellence and innovation capacity

Financial considerations:

- **Max. 30% of the total budget**
- **Min. 50% of the budget for research activities** to the coordinator (widening)
- Can include **consumables, small-scale equipment**, strictly related to the specific research

Choice of research activities:

- Ambitious but **relevant to the research focus** of the proposal
- Strong **training** component for young researchers
- **Open research**

Research team composition:

- Good **balance** among juniors and seniors
- **Interdisciplinarity**
- **Gender balance**



Capacity Building

Improving the skills and capacities of the people and the institution



WHAT SKILLS?

- Scientific
- Commercial
- EU funding
- Communication
- Administrative
- Management

HOW TO DEVELOP SKILLS?

- short-term staff exchanges
- expert visits
- short term on-site or virtual training
- workshops
- conference attendance
- joint summer school type activities



How these skills will help unlock the R&I potential of main beneficiary?

Dissemination, exploitation and communication (DEC) plan:

Synchronization with other activities of the project

M	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
communication activities			SM		W		SM			SM														SM						SM						
				EV	EV			EV							EV											EV					EV	EV				
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			PR								PR			C		C															GG	PR			GG	

W

SS

Website

Summer school

SM

EV

Social media

Expert visits

C

GG

CSTP

Guide to good practice

WS

PR

Workshop

Press release

Target groups:

- Public and media
- Research community
- Industry
- Government
- Others?

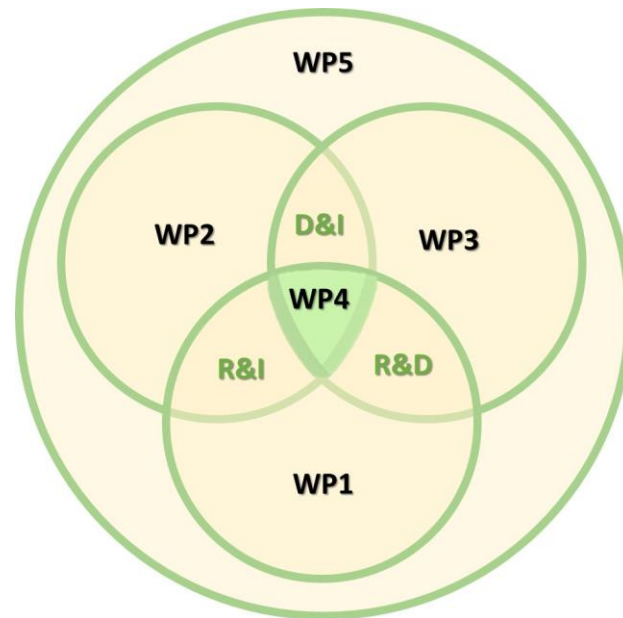
Channels:

- Digital/ web
- Printed
- Events
- Face-to-face
- Others?

A Practical Example

How to tell a coherent story

WP#	Work Package Title
1	Joint R&I
2	Transformation strategy
3	Enhancing Human Resource (HR) sector, staff exchange, training and networking
4	Communication, dissemination and exploitation
5	Project management and co-ordination



Impact

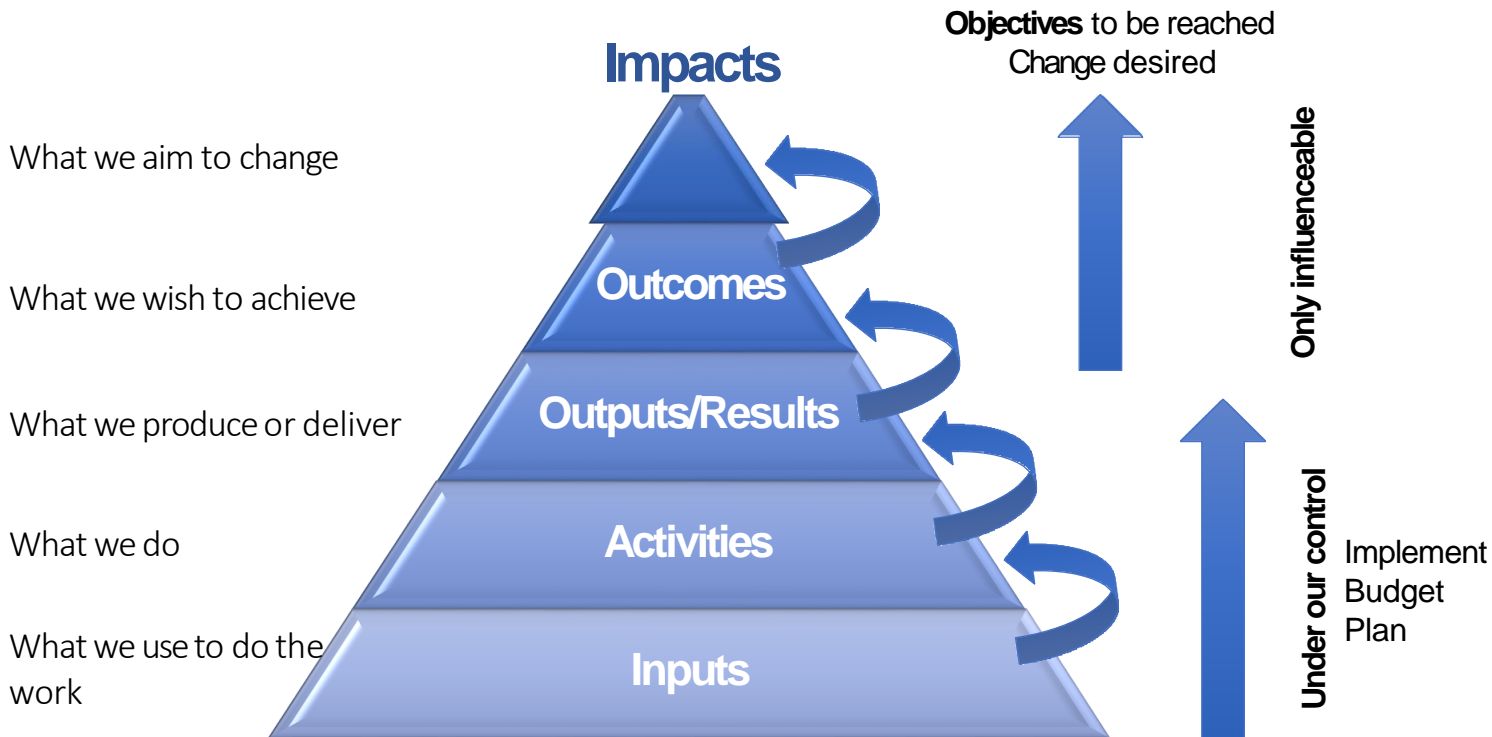
Impact Criterion in a Twinning proposal



- Increased science and innovation capacities for all actors in R&I
- Structural changes to modernised, more competitive R&I
- Reformed R&I systems and institutions to increased attractiveness and retention of research talents
- Mobilisation of national and European resources for strategic investments
- Higher participation success in Horizon Europe , more consortium leadership roles
- Stronger linkages between academia and business and improved career permeability
- Strengthened role of the Higher Education sector in R&I
- Greater involvement of regional actors in R&I process
- Improved outreach to international scale for all actors

An Impact Model

Definition of different elements in an impact model



Input vs. Activities

The Difference between



Input

*What we use to do
the work*

Resources that are used in the project to implement it.
(e.g. human resource /personnel/time, money, material resources, equipment).
Inputs ensure delivery of the intended results of a project.



Activity

What we do

Actions associated with delivering the project objectives.
What the involved people do in order to achieve the objectives of the
project
(e.g. research activities, development of reports and training programmes,
development of a policy paper, etc.).

Outputs vs. Outcomes vs. Impacts

The Difference between



Output

What we produce or deliver

- What is produced during the implementation of an activity (tangible goods and services)
- What is achieved immediately after implementing an activity.
- Outputs have no effect if they are not known and not used.



Outcome/ Result

What we wish to achieve

- Mid-term results that are linked to the project aim: A change of behavior, knowledge, policy or practice based on an uptake and absorption of the work.
- It can be influenced through communication and dissemination, engagement, etc.



Impact

What we aim to change

- Long-term result/consequence beyond the project, which contributed to the change/benefit to economy, society, public services, environment, health, etc.

From Activities to Impacts

Activities

produce

Outputs/Results

which - through use - create

Outcomes



OUTCOME = what happens, if our **target group** uses our outputs!

- they become more knowledgeable (enlightenment!) or
- produce better products or
- reduce the ecological footprint



IMPACT = what happens by use or non-use of others than our primary target group (i.e. a 'secondary' or even 'not-intended audience')

Types of effects / Impact

- **Results-oriented impacts:** usually quantitative measurable results
(e.g. creation of jobs, new publications, patents, reduction etc.)
- **Behavioural impacts:** changes in (social, economic, ...) behaviour
(e.g. changes concerning innovative behaviour, change of environmental behaviour, change of images & awareness etc.)



Various Categories of Impact

- **Scientific/Academic/Research:** publications, conferences, opportunities to promote the research field.
- **Socio-economic:** new possibilities for job creation, important policy outputs, and overall social benefits of their project.
- **Environmental:** policy papers or guidance documents produced as a result of the research project.
- **Public engagement:** varying ways to publicly engage through communication strategies, education, media or social media outlets, and user groups.

Writing the Impact Section

1. Project's pathways to impact (4 pages)
2. Measures to maximise impact
Dissemination
3. Exploitation and Communication (5 pages incl.2.3)
4. Summary

Impact – aspects to be taken into account.

- Credibility of pathways to achieve expected outcomes and impacts
- Scale and significance of the contributions
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

B2.1 Project's pathways towards impact

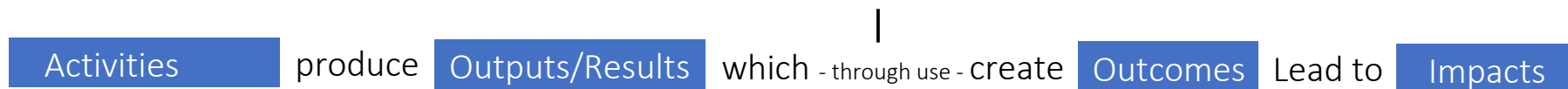
Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project. The narrative should include the components below, tailored to your project.

Describe the unique contribution your project results would make towards:

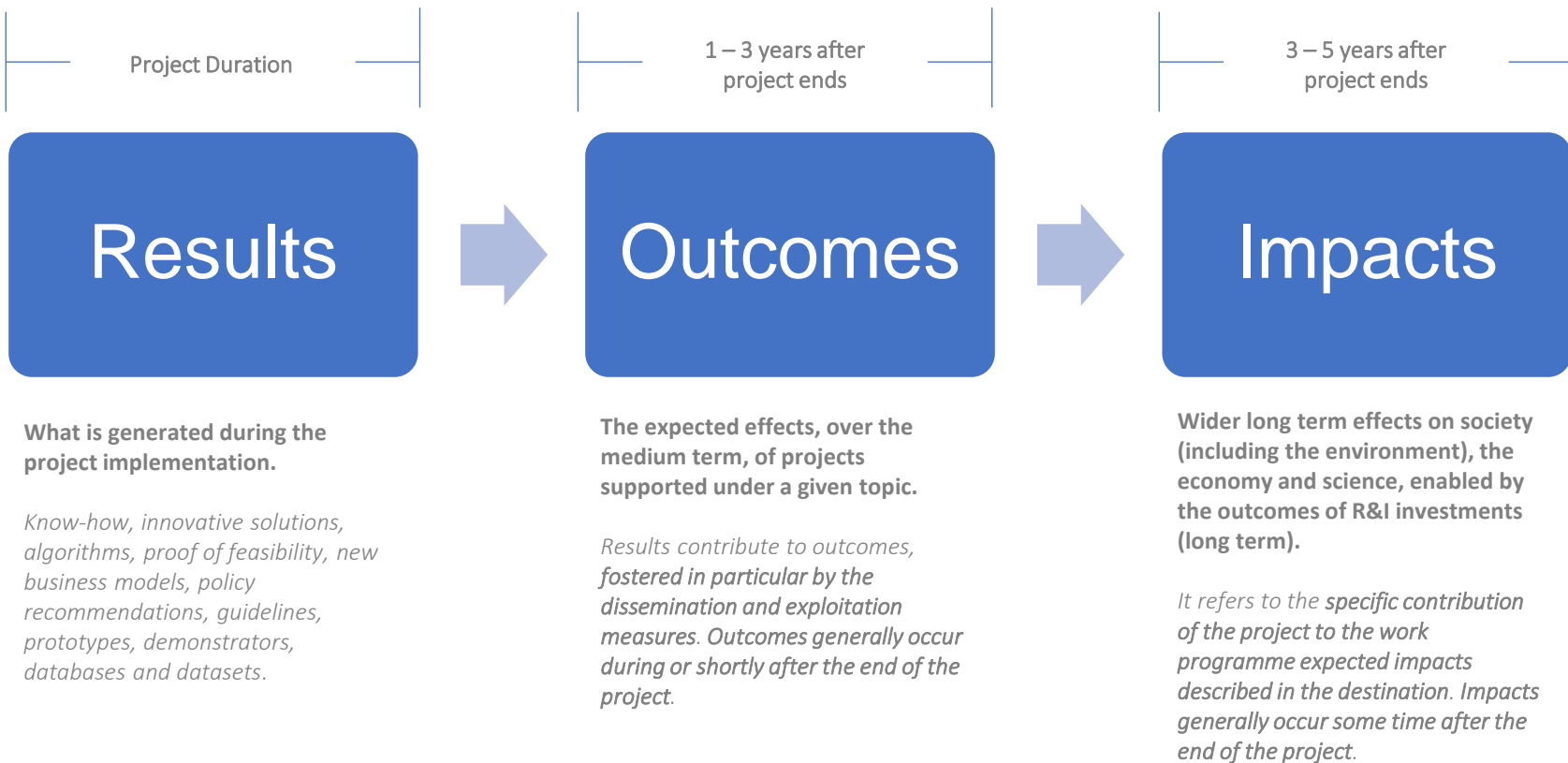
- (1) the outcomes specified in this topic, and
- (2) the wider impacts, in the longer term, specified in the respective destinations in the work programme.

Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project.

Dissemination / Exploitation / Communication



Results vs Outcomes vs Impacts



B2.1 Project's pathways towards impact (2)

- **Requirements and potential barriers** - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe, etc. Indicate if these factors might evolve over time.
- **Mitigating measures you propose**, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.
- **Give an indication of the scale and significance** of the project's contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.

B2.1 Example

- **Expected Impact 1** - Increased research excellence of the coordinating institution in the R&I domain as a result of the twinning exercise
- **Expected Impact 2** - Enhancing the reputation, attractiveness and networking channels of the coordinating institution
- **Expected Impact 3** - Improved capability to compete successfully for national, EU and internationally competitive research funding
- **Expected Impact 4** - Illustrate quantitatively and qualitatively the expected potential impact of the twinning exercise within the coordinating institution (and possibly at regional/national level) based on indicators like expected future publications in peer reviewed journals, collaboration agreements with businesses, intellectual property, new innovative products or services

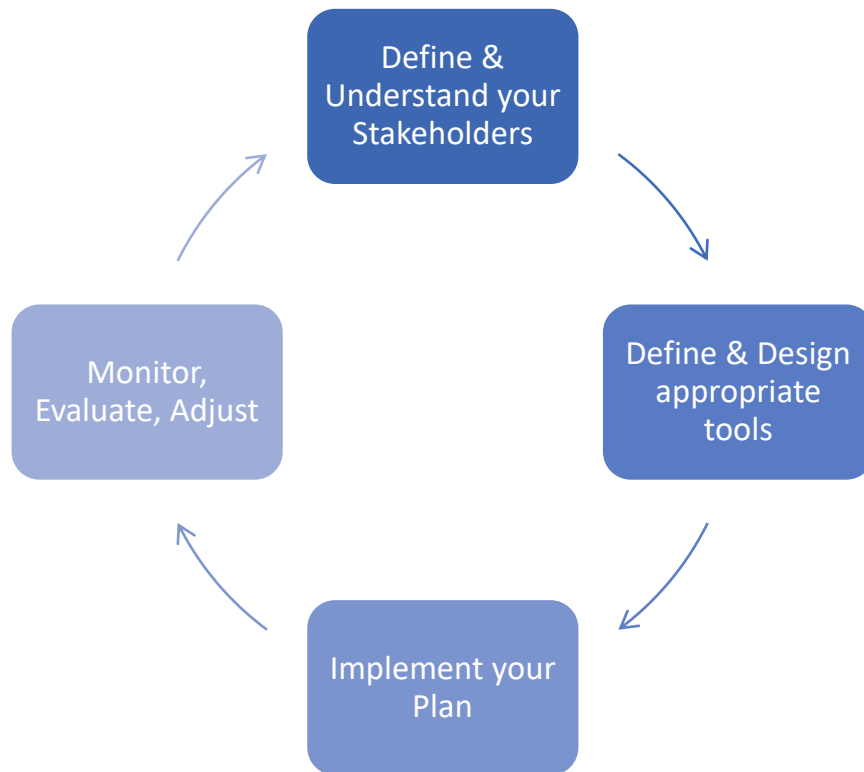
Impact Measurement

- Identify your **baseline** (starting point), make regular reviews to track change
- Use **qualitative** data from interviews/feedback and collected evidence
 - *Feedback e.g. in mails, personal statements, testimonials, focus groups, collected media coverage, awards, reports, evidence of policy debate, changes to guidelines, policies, legislation, regulation, clinical practice, etc.*
- And **quantitative** data and statistics
 - E.g. **Scientific impacts**
 - Number of publications
 - Number of workshops and conferences (# of participants, geographical distribution, etc.)
 - Number of doctoral theses
 - E.g. **Public outreach impacts**
 - media coverage, social media user interactions, website user statistics
 - E.g. **Policy impacts**
 - Citation in strategies, policies, by international bodies, in parliamentary debate, etc.
- Identify and communicate **data requirements**
 - E.g. from event organisers => basic event-related data, survey/registration, invested efforts, participation in funding schemes/programmes
 - e.g. for important milestones create an ex-ante survey (focus: expectations/motivations), an on site assessment survey and interviews (focus: satisfaction/feedback), a ex-post assessment survey (focus: lasting effects)



B2.2 Maximising Impact - DEC

- Describe the planned measures to maximise the impact of your project by providing a first version of your '**plan for the dissemination and exploitation including communication activities**'.
- Describe the **dissemination, exploitation and communication measures** that are planned, and the target group(s) addressed (e.g. scientific community, end users, financial actors, public at large).
- Outline your strategy for the management of **intellectual property**, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.



What is the difference Communication - Dissemination?



What is the difference Dissemination - Exploitation?



Maximising Impact

Pathways to impact are full of loops, revisions, dead ends and iterations, but a linear model helps to outline the plans

Communication

Promote the project and increase engagement

Inform and reach out to society

Show the benefits of research

Website, newsletter, media release, conference presentations, social media, etc.

Dissemination

Share results with potential users through tailored messages and respectively appropriate channels - peers in the research field, industry/businesses, professional organisations and policymakers

Workshops, trainings, policy brief, roadmap, online repository, etc.

Exploitation

Uptake and making concrete use of results in order to reach scientific, economic or societal impacts

Create, validate, market a new product or service, IP protection, open licences, patents, copyrights, spin-offs, start-ups, policy changes, standards, further research, etc.

Develop roadmaps and plans to outline the most appropriate ways to send appropriate messages to the identified target groups.

DEC Strategy

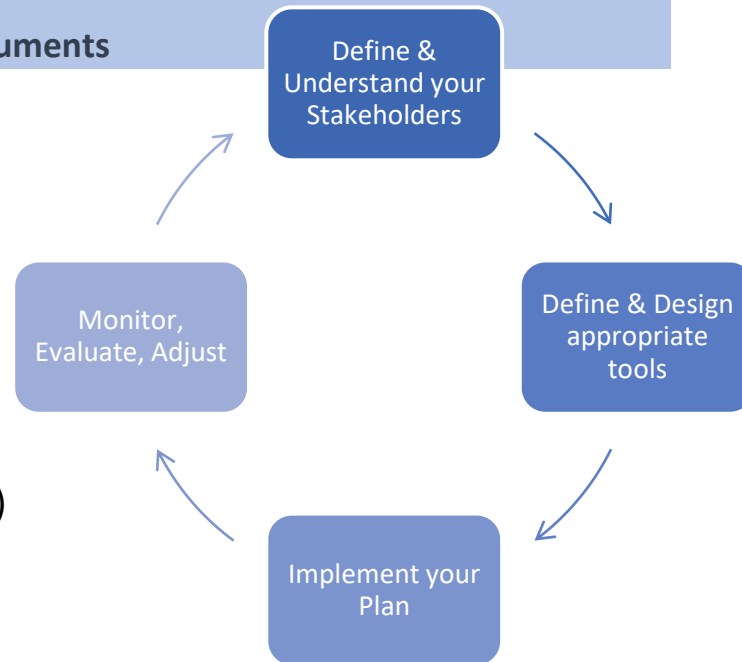
“The primary purpose of the DEC strategy is to warrant that all non-sensitive results gained within the project are made available to stakeholders concerned as well as the general public allowing for their further (commercial and/or scientific) exploitation in cooperation with or, if transferred, upon agreement from the project consortium.”

Conceptualizing the DEC Plan

The DEC PLAN consists of two major parts:

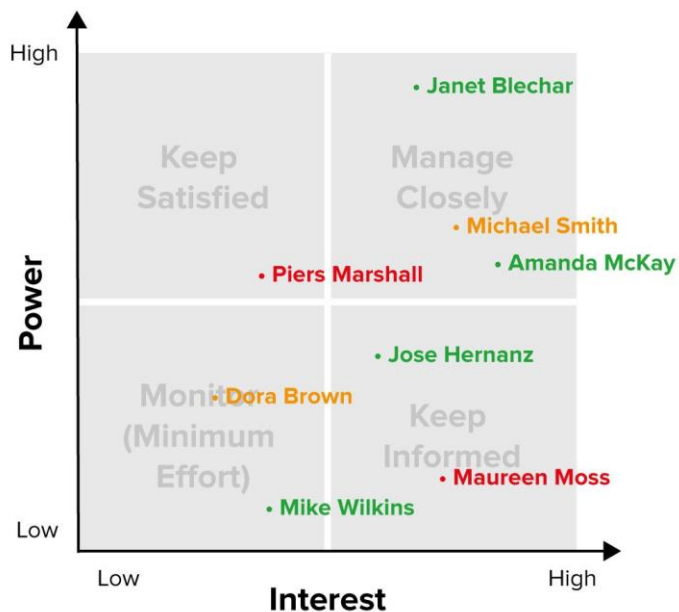
- 1. Communication: Approach, methods, instruments**
- 2. Dissemination & Exploitation: Approach, methods, instruments**

- **Executive Summary**
- Measures & Objectives for project's DEC
- Stakeholders & Target audiences
- Corporate visual project identity
Description of fonts, colours, visual requirements to be used
- DEC tools, methods and messages
Project website, Social media accounts, Printed PR material, Communication schedule, key messages, methods, milestones
- Monitoring the output and impact of DEC Activities. (KPIs)
- Responsible Research and Innovation (RRI) in dissemination and exploitation
- Sustainability considerations – how to make project outputs and outcomes sustainable
- IPR



Step 1: Define & Understand your Stakeholders (target groups)

Prioritize your Stakeholders



•**High power, highly interested people (Manage Closely):** you must fully engage these people, and make the greatest efforts to satisfy them.

•**High power, less interested people (Keep Satisfied):** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.

•**Low power, highly interested people (Keep Informed):** adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.

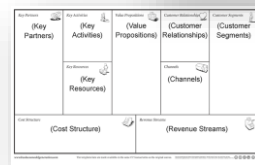
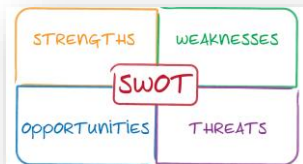
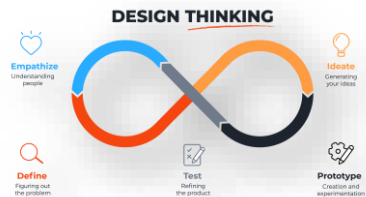
•**Low power, less interested people (Monitor):** again, monitor these people, but don't bore them with excessive communication.

Step 2: Define/Design appropriate tools for DEC

Communication

Dissemination

Exploitation



Step 3: Implement your Plan

Setup your
Communication &
Dissemination Database

Communication &
Dissemination is NOT the
responsibility of only one
partner

The whole consortium
needs to contribute
based on their expertise
and nature

Share responsibilities
among partners

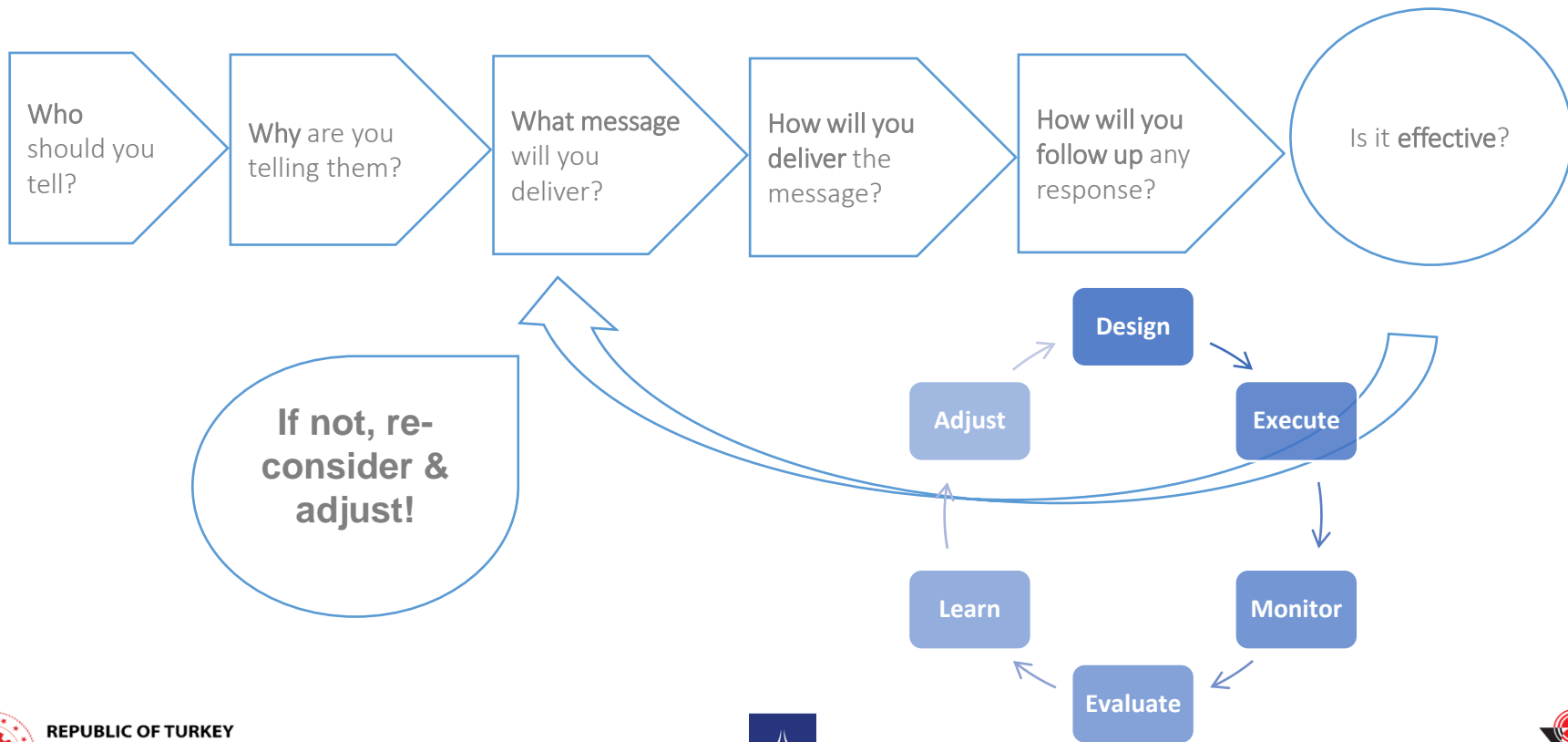
Be and stay committed.
Do not have “blank”
periods

Start from Day 1

Promote your most
valuable results heavily

Be interactive with your
stakeholders. Ask their
opinions through
polls/questionnaires and
one-2-one discussions

Step 4: Monitor, Evaluate, Adjust



Results ownership list (ROL)

What?: A form allowing project partners to inform the Commission about the ownership, the name of the owner(s), the country of establishment of the owner(s) and whether the results will be exploited by the owner(s).

Why?: Clarification of the ownership of results to help, promote, speed up and simplify the exploitation

In case of Public Emergencies:

- The European Commission has the right to request the disclosure of IP (under non-exclusive license) to other beneficiaries, that need your results in order to address public emergencies.
- Maximum duration: up to four years after the end your project

B2.3 Summary

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

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<i>What are the specific needs that triggered this project?</i>	<i>What do you expect to generate by the end of the project?</i>	<i>What dissemination, exploitation and communication measures will you apply to the results?</i>

TARGET GROUPS	OUTCOMES	IMPACTS
<i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i>	<i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i>	<i>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?</i>

EU Grants: Application form (HE CSA): V1.2 – 25.05.2021

What evaluators of Horizon EUROPE proposals are looking for

- Expected impacts described for the topic of the project
- Key performance indicators (KPIs) including target values
- Enhancing innovation capacity and integration of new knowledge
- Strengthening competitiveness and growth of industrial partners by developing and delivering innovations meeting market needs
- Other environmental or social impacts...

They evaluate effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project...

⚠ REMEMBER: No “one-size-fits-all”

- The alignment between **scientific focus** and the **national/ regional needs and opportunities** is the connecting tissue.
- Identify **synergies** among activities and **synchronize**
- **Leverage** the competencies of advanced partners properly
- Align with the broader **strategic research agenda** of the main beneficiary
- Proper **balance** between scientific and “soft” skills
- **Link** project results with expected outcomes and impact
- Work in iterations, get **feedback** from advanced partners
- **Quantify! Quantify! Quantify!**



Q&A

Time to ask your
questions!

Contact:

Office Address

*Turkey in Horizon 2020 Project
And Sokak 8/12 Akasya Apt. 06680 Çankaya/Ankara
06520 Çankaya/Ankara, Turkey*

Tel: +90 312 467 61 40

<http://www.turkeyinh2020.eu/>

info@TurkeyinH2020.eu