FUNDING EXPERT
ACADEMY

WIDENING TWINNING Workshop

Nikolaos FLORATOS
Horizon Europe Coach

Copyright © Nikolaos Floratos, www.fundingexpert.academy

"Death by Powerpoint"

- *This set of slides is the core material not only for my training on how to develop winning Horizon Europe grant applications but it serves also the purpose of a **manual** for consulting it and applying its step-by-step practices, tools, examples and tips EVERYTIME you are involved in the development of an Horizon Europe proposal. No matter, if you are a novice or an expert in developing HEU proposals, I strongly recommend you to follow slide per slide its instructions for getting all the help and support you need for success in Horizon EUROPE.*

- *This is the **reason of the large number of slides**, i.e. to have a detailed manual to consult consistently in the Horizon Europe proposal development cycle as a compass AFTER THE TRAINING and **not to experience the death by powerpoint incident**!*

- *I normally run all my courses by using the flipchart for writing notes and having hands on practice but this would take us a week for such a course which is great if you can invest that time but if not, then we have to compromise with powerpoint slides.*

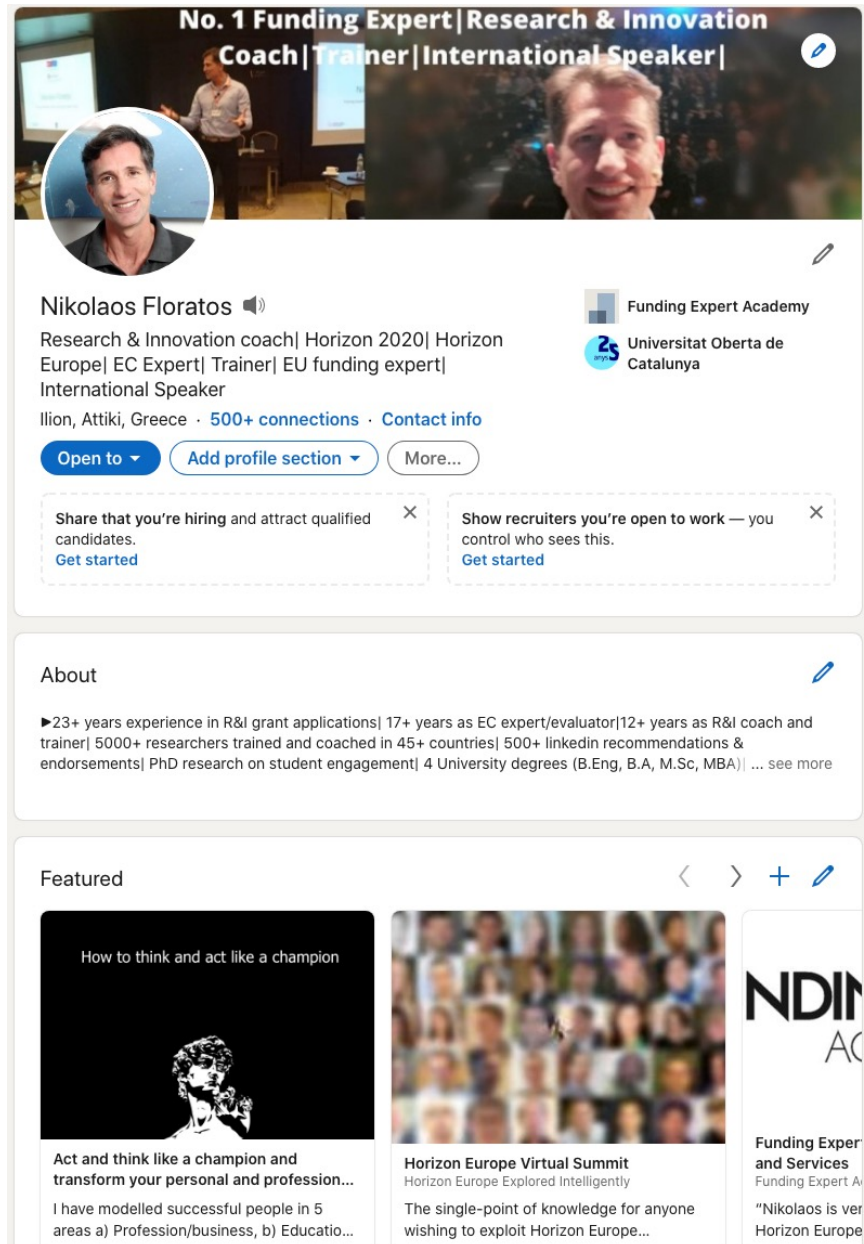- *However, even so, I guarantee to you an exciting journey, so welcome on board!*

Nikolaos FLORATOS

Who is Nikolaos Floratos

- **Founder** of Funding Expert Academy (www.fundingexpert.academy) with programmes that master individuals in EU funding programmes and advance successful **proposal developers** across Europe

- **Active** in european funding industry since 1997 (**24+ years**)

- **EC** expert/evaluator since 2003 (**18+ years**)

- **Author** of the ebook "Learn from the Horizon 2020 champions" downloadable from www.NikolaosFloratos.com

- **Trained and coached hundreds** of organisations and thousands of professionals on exploiting successfully EU funds and advancing their sustainability

- Globally **recognised** as one of the **most influential** and **inspiring speakers** and **trainers** in European research with hundreds of speeches and trainings in 30+ countries including overseas

- **2000+** linkedin recommendations and endorsements as R&I Coach and trainer at https://www.linkedin.com/in/floratos/

- Organiser and host of the Horizon Europe virtual summit (www.horizoneuropesummit.eu/) with training sessions by 35 top experts in Horizon Europe topics

- **Multidisciplinary** educational background with **four university** degrees (B.Eng, BA, M.Sc, MBA)

- Passionate with training and evangelist of "**Anyone** can achieve **anything** with the proper training & coaching"

- **Phd** Researcher in student **engagement** and **online courses**

- **Master in decomposing complex concepts** into easily to understand and apply step-by-step recipes

4

© Nikolaos Floratos, Fundingexpert.academy

Connect with me at

- www.linkedin.com/in/floratos/
- Email: info@keyinnovation.co.uk
- www.NikolaosFloratos.com
- www.fundingexpert.academy

© Nikolaos Floratos, Fundingexpert.academy

How applicants will have success in TWINNING grant applications

How applicants will have success in TWINNING grant applications

From Struggle

To Success

| Step 1 | Understand & exploit critical info related to TWINNING | Step 2 | Build Excellence & Implementation sections | Step 3 | Build Impact section |

TWINNING info INTELLIGENCE ™

Excellence & Implementation INTELLIGENCE™

Impact INTELLIGENCE ™

7

© Nikolaos Floratos, Fundingexpert.academy
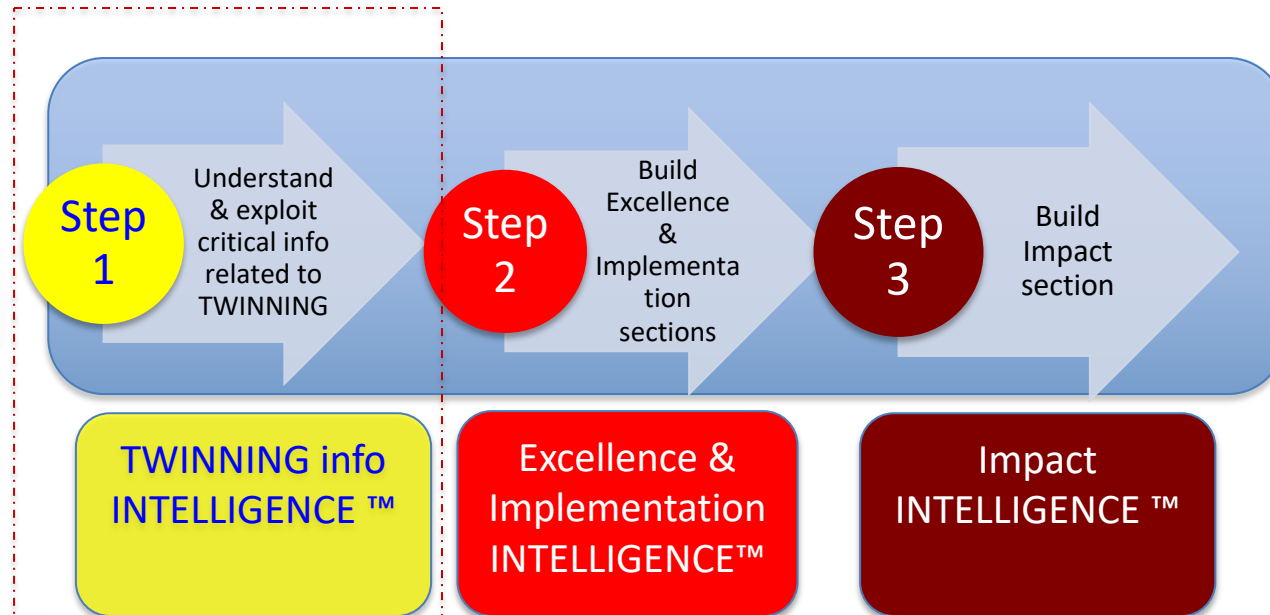
Session 1: The intelligence behind HORIZON-WIDERA-2023-ACCESS-02 Calls and the processes for a winning proposal under these calls

Module 1

TWINNING info Intelligence

Open Twinning Calls 2023 – Deadline 28/09/2023

- [Twinning Bottom-Up: TOPIC ID: HORIZON-WIDERA-2023-ACCESS-02-01](#)
  - CSA-100% funding, Budget per project 0.8M – 1.5M EUR, ~80 projects
- [Twinning Green Deal: TOPIC ID: HORIZON-WIDERA-2023-ACCESS-02-02](#)
  - CSA-100% funding, Budget per project 0.8M – 1.5M EUR, ~20 projects
  - Topics supporting [Green Deal Strategy](#) (min one)
    - Climate research;
    - Green technologies;
    - Renewable energy;
    - Sustainable mobility;
    - Biodiversity research;
    - Sustainable use of natural resources (land, water, air)
  - **Project results** should **contribute** to fresh air, clean water, healthy soil and biodiversity, renovated, energy efficient buildings, healthy and affordable food, more public transport, cleaner energy and cutting-edge clean technological innovation, longer lasting products that can be repaired, recycled and re-used, future-proof jobs and skills training for the transition, globally competitive and resilient industry
- Same Application **cannot be** submitted to **both** topic calls

Important Definitions for Understanding the Intelligence behind Twinning Calls

1. The **purpose of a Twinning project**: Knowledge transfer and exchange of best practices between a Research Institution of a Widening country acting as coordinator and top-class leading counterparts from two different MS/AS for **reaching scientific AND administrative excellence**

2. **Widening countries**: Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and all Associated Countries (incl. Türkiye).

3. **Scope text in each topic**: It outlines the objectives that each funded project should focus and implement by its end

4. **Scientific Excellence**: Development **of new promising R&I domains** and **test novel approaches** in smaller joint research projects (30% of the total Horizon Europe grant may include a research / innovation project and 50% of it to be allocated to the coordinator)

5. **Administrative Excellence**: development of **management** and **administrative** competencies for the benefit of institutions eager to take over **consortium leadership roles especially under Pillar 2**

6. **Expected Impacts**: are **long-term benefits** (e.g. within 5 years) from the project results

7. **Expected Outcomes**: are **short-term benefits** (e.g. by project end) from the project results

8. **Scale**: **How many** end users are expected to benefit per project result by End of Project (EOs) and later (e.g. within 5 years after EoP, EIs)

9. **Significance**: **How much** each of the end-users is expected to benefit per project result

10. **Twinning Project Duration:** 3 y

11. **Eligible Costs**: Lump Sum

Source: IWidening WP 2023-2024

11

© Nikolaos Floratos, Fundingexpert.academy

TWINNING Expected Impacts

1. **EI1**: Increased **science and innovation capacity** for **all actors** in the **R&I system** in Widening countries;
2. **EI2**: **Structural changes** leading to modernised and more **competitive R&I systems** in eligible countries;
3. **EI3**: **Reformed R&I systems** and **institutions** leading to increased attractiveness and retention of research talents;
4. **EI4**: Mobilisation of **national and EU resources** for strategic investments;
5. **EI5**: **Higher participation success in Horizon Europe** and **more consortium leadership roles**;
6. **EI6**: Stronger links **between academia and business** and improved career **permeability**;
7. **EI7**: Strengthened **role** of the Higher Education sector in **research** and **innovation**;
8. **EI8**: Greater involvement of **regional actors in the R&I process**;
9. **EI9**: Improved outreach to **international level for all actors**.

Twinning Bottom-Up: TOPIC ID: HORIZON-WIDERA-2023-ACCESS-02-01
&
Twinning Green Deal: TOPIC ID: HORIZON-WIDERA-2023-ACCESS-02-02

Scope:

- **Scientific Excellence** via at least
  - short-term staff exchanges; expert visits and short term on-site or virtual training; workshops; conference attendance; organisation of joint summer school type activities; dissemination and outreach activities
  - through **a dedicated work package** and plan including the scientific objectives, tasks and roles of the partners
  - **the contribution of leading scientific institutions** to new research avenues, creativity and the development of new approaches, as well as acting as **a source for increased mobility** (inwards and outwards) of **qualified scientists and young researchers** including doctoral candidates

- **Administrative Excellence** via at least
  - a dedicated work package or task aiming to help the staff of the coordinating institution **to improve their proposal preparation and project management/administration skills**.
  - If not yet in place, setting up/upgrading **a research management/administration unit** within the coordinating institution would be beneficial. This will be achieved by fully utilising the **experience and best practices of the internationally leading partners** and is expected to be a concrete deliverable.

© Nikolaos Floratos, Fundingexpert.academy

[Twinning Bottom-Up: TOPIC ID: HORIZON-WIDERA-2023-ACCESS-02-01](#)
&
[Twinning Green Deal: TOPIC ID: HORIZON-WIDERA-2023-ACCESS-02-02](#)

Expected Outcomes (all to be addressed):

- **EO1**: **Improved excellence capacity** and **resources** in Widening countries enabling to close the still apparent research and innovation gap within the European Union;

- **EO2**: **Enhanced strategic networking activities** between the research institutions of the Widening countries and at least two internationally-leading counterparts at European Union level;

- **EO3**: **Raised reputation**, research profile and attractiveness of the coordinating institution from the Widening country and the research profile of its staff;

- **EO4**: **Strengthened research management capacities and administrative skills** of the staff working in institutions from the Widening country;

- **EO5**: **Improved creativity** supported by development of **new approaches in Research and Innovation collaboration**, increased mobility (inwards and outwards) of qualified scientists

Intelligence from Cross Cutting Issues

Mandatory or strongly recommended

Cross Cutting Issues

Policy and Horizontal Considerations...

- Open Science across the programme
- Gender dimension in R&I content
- Pathway to impact
- Measures to maximise impact
- Do no significant harm principle (DNSH)
- Artificial intelligence

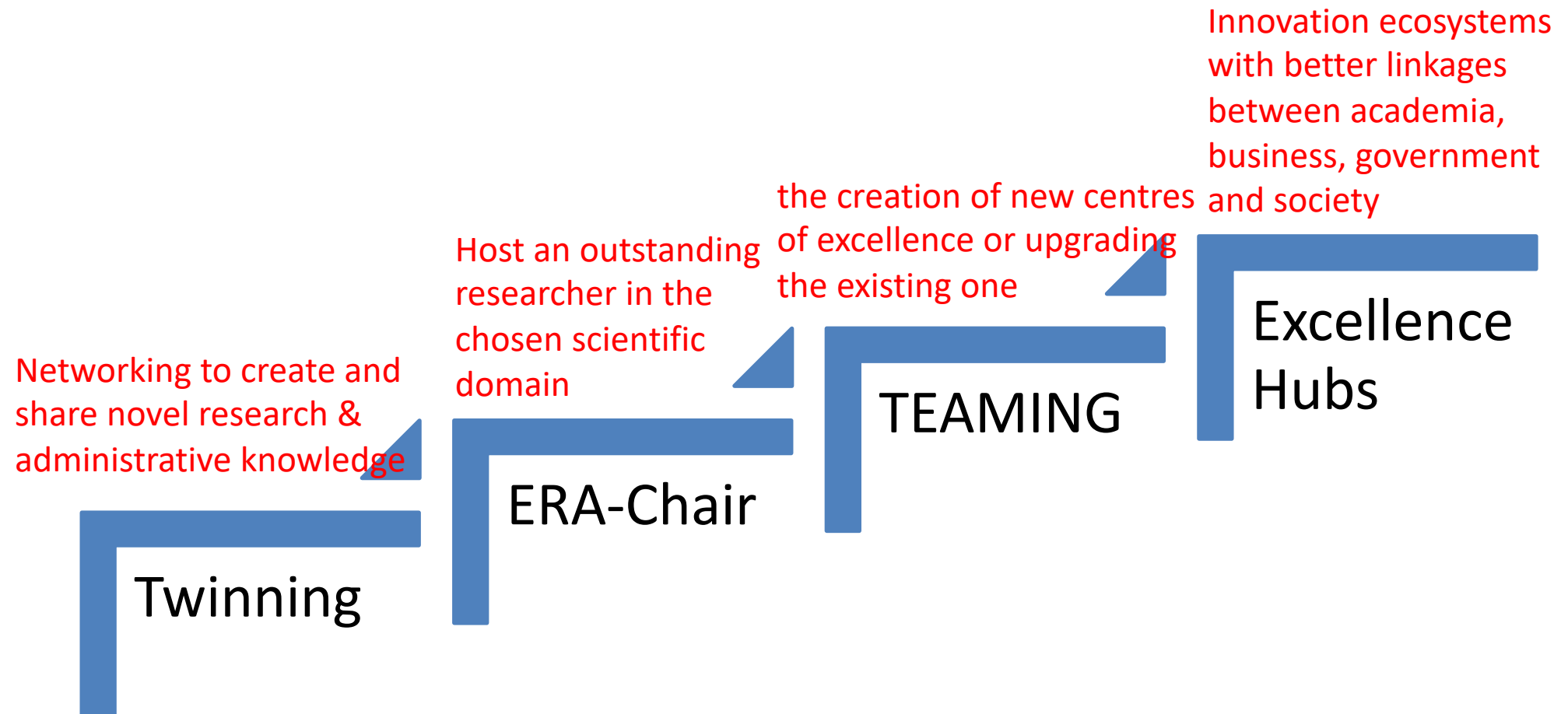|	
Open Science	Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Including active engagement of society
Gender Dimension	Addressing the gender dimension in research and innovation entails taking into account sex and gender in the whole research & innovation process.
Project's pathway towards impact	...by thinking about the specific contribution the project can make to the expected outcomes and impacts set out in the Work Programme.
Dissemination, exploitation and communication	To include a draft plan in proposal is an admissibility condition, unless the work programme topic explicitly states otherwise.
European Green Deal	In line with the European Green Deal objectives, the research and innovation activities should not make a significant harm to any of the six environmental objectives (EU Taxonomy Regulation)
Trustworthy Artificial Intelligence	Due diligence is required regarding the trustworthiness of all AI-based systems/ techniques used or developed in projects funded under Horizon Europe.

Source: TH2020II

© Nikolaos Floratos, Fundingexpert.academy

Open Science in TWINNING

Components of Open Science

Source: TH2020II

Strategic WIDENNING Steps

Networking to create and share novel research & administrative knowledge

Host an outstanding researcher in the chosen scientific domain

the creation of new centres of excellence or upgrading the existing one

Innovation ecosystems with better linkages between academia, business, government and society

Twinning

ERA-Chair

TEAMING

Excellence Hubs

Key Steps for success in Twinning Projects

1. **Focus** on a **research area** with high scientific, societal and/or economical impact
2. **Collaboration** with **top leading institutions** and ensure **win-win** collaborations
3. **Collaboration** with **non-academic local/regional actors** (Industry, SMEs, Local authorities, associations of citizens, etc)
4. **Focus** also on **research support services** for researchers leading European R&I initiatives
5. **Ensure measurable short** term, **medium** and **long** term expected **benefits** from project results (i.e. Measurable expected outcomes and impacts)

Intelligence from other successful Twinning initiatives in Horizon Europe

- Check [Cordis for previous twinning initiatives](#) funded in Horizon Europe

- Identify 1-2 projects close to your research domain with a [project website](#)

- If time allows, record the following if available

  – Key Purpose

  – Project objectives

  – Consortium Synthesis (beneficiaries and associate ones)

  – Workpackage structure

How applicants will have success in TWINNING grant applications

From Struggle

To Success

Step 1
Understand & exploit critical info related to TWINNING

Step 2
Build Excellence & Implementation sections

Step 3
Build Impact section

TWINNING info INTELLIGENCE ™

Excellence & Implementation INTELLIGENCE™

Impact INTELLIGENCE ™
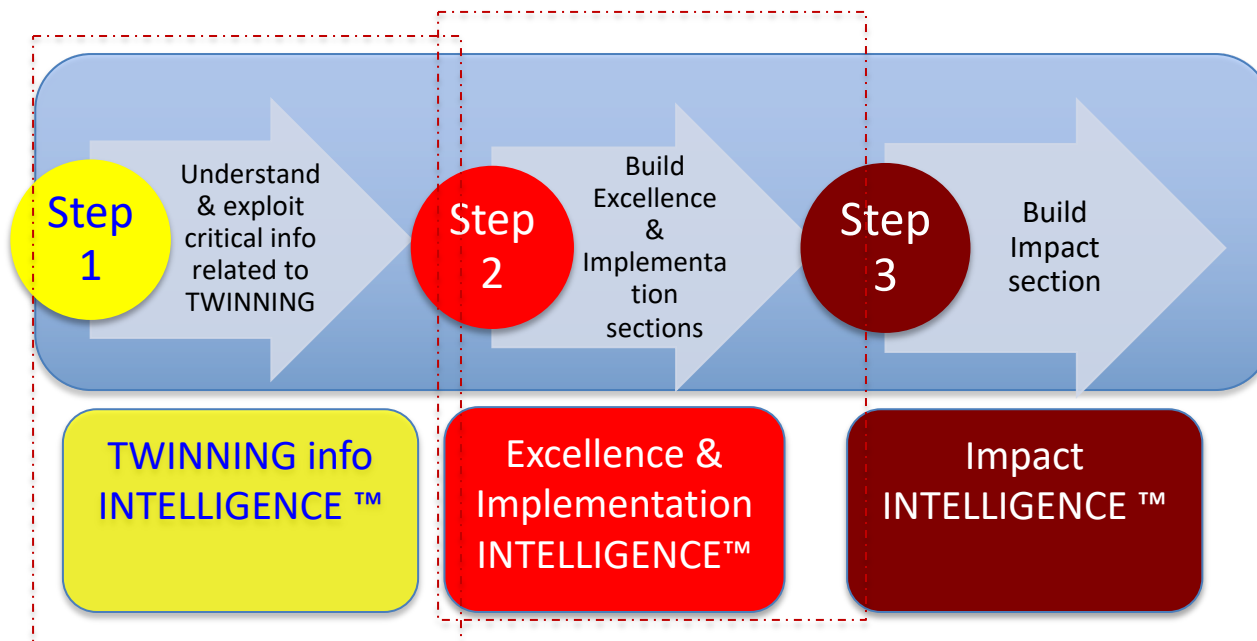
Building a successful proposal section per section

The power of "Cognitive Ease"

When you are in a state of cognitive ease, you are probably in a good mood, like what you see, believe what you hear, trust your intuitions, and feel that the current situation is comfortably familiar.

[Daniel Kahneman, Thinking Fast and Slow]

THE NEW YORK TIMES BESTSELLER

THINKING,
FAST AND SLOW

DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

"[A] masterpiece . . . This is one of the greatest and most engaging collections of insights into the human mind I have read." —WILLIAM EASTERLY, *Financial Times*
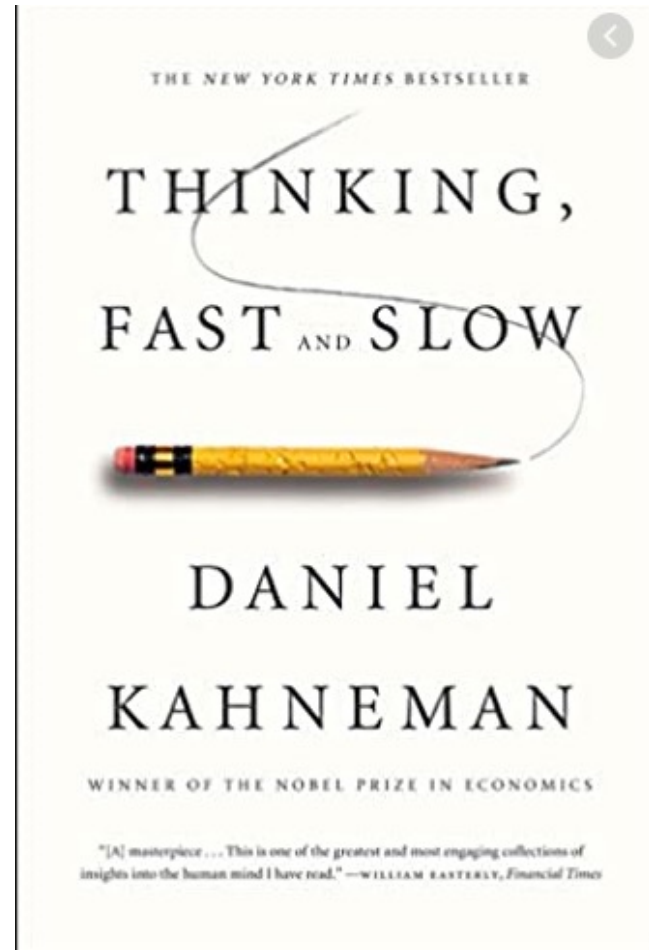
Restructuring content

Application Template

Evalution form

Restructured Content

© Nikolaos Floratos, Fundingexpert.academy

Restructuring Excellence Section

Current Excellence structure in TWINNING proposal template

1. Excellence

1.1 Objectives

1.2 Coordination and/or support measures and Methodology

Excellence Evaluation Criteria in Evaluators' form

Excellence – aspects to be taken into account.

- Clarity and pertinence of the project's objectives
- Quality of the proposed coordination and/or support measures including soundness of methodology.

Restructuring Excellence Section in a TWINNING proposal

Restructured TWINNING Excellence section structure

1. Excellence

1.1 Objectives ~2 pages

    1.1.1 Challenges

    1.1.2 Objectives and Pertinence with WP topic & KPIs

1.2 Coordination/support measures and Methodology ~6 pages

    1.2.1 Overall methodology to achieve objectives (~1.5 page)

    1.2.2 Methodology in detail, specific challenges & related measures (3 pages)

    1.2.3 Interdisciplinary approach and integration with SSH (0.5 page, if not included above in 1.2.2)

    1.2.4 Gender dimension (0.5 page, if not included in 1.2.2)

    1.2.5 Proposed open science practices and their contribution to project objectives

    1.2.7 Preliminary Data Management Plan (0.5 page max)

> **Excellence – aspects to be taken into account.**
> - Clarity and pertinence of the project's objectives
> - Quality of the proposed coordination and/or support measures including soundness of methodology.

1.1 Objectives *[e.g. 2 pages]*

- Briefly describe the objectives of your proposed work. Why are they pertinent to the work programme topic? Are they measurable and verifiable? Are they realistically achievable?

1.2 Coordination and/or support measures and methodology *[e.g. 6 pages]*

- Describe and explain the coordination and/or support measures and the overall methodology, including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any challenges you may have identified in the chosen methodology and how you intend to overcome them. *[e.g. 4.5 pages]*

  ⚠ *This section should be presented as a narrative. The detailed tasks and work packages are described below under 'Implementation'.*

  ⚠ *Where relevant, include how the project methodology complies with the 'do no significant harm' principle as per Article 17 of Regulation (EU) No 2020/852 on the establishment of a framework to facilitate sustainable investment (i.e. the so-called 'EU Taxonomy Regulation'). This means that the methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation.*

- Describe how appropriate open science practices are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives *[e.g. 1 page, including research data management]*. If you believe that none of these practices are appropriate for your project, please provide a justification here.

  ⚠ *Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open science practices include early and open sharing of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).*

  ⚠ *Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'.*

- Research **data management and management of other research outputs:** Applicants generating/collecting data and/or other research outputs (except for publications) during the project must provide maximum 1/2 page on how the data/research outputs will be managed in line with the FAIR

© Nikolaos Floratos, Fundingexpert.academy

Restructuring Impact Section

Current Impact structure in TWINNING proposal template

2. Impact

2.1 Project's Pathways towards impact

2.2 Measures to maximise Impact DEC

2.3 Summary Table

Impact Evaluation Criteria in Evaluators' form

> **Impact – 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.

Restructuring Impact Section in a TEAMING proposal

Restructured TWINNING Impact section structure

2. Impact

2.1 Actions towards impact (4 pages)

   2.1.1 Actions to achieve expected outcomes (by project end)

   2.1.2 Actions for wider Impact (Expected Impacts by 5 years after project end)

   2.1.3 Target Groups

   2.1.4 Barriers

   2.1.5 Scale and significance of expected outcomes & impacts

2.2 Measures to maximise impact – DEC (- 5 pages)

   2.2.1 Dissemination & Exploitation Plan

   2.2.2 Communication Plan

   2.2.3 IPR Management

2.3 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

© Nikolaos Floratos, Fundingexpert.academy

Restructuring Implementation Section

Current Implementation structure in a TWINNING proposal template

3. Implementation

3.1 Workplan & Resources

3.2 Capacity of participants and consortium as whole

Implementation Evaluation Criteria in Evaluators' form

Award criteria – aspects to be taken into account

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

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

© Nikolaos Floratos, Fundingexpert.academy

Restructuring Implementation Section

Restructured TWINNING Implementation structure

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

    3.1.1 Workplan overall structure

    3.1.2 Gantt chart

    3.1.3 Pert chart

    3.1.4 Detailed workpackage description

    3.1.5 List of deliverables and milestones

    3.1.6 Implementation risks and mitigation

    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

© Nikolaos Floratos, Fundingexpert.academy

---

3. Quality and efficiency of the implementation

Quality and efficiency of the implementation – aspects to be taken into account

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.

3.1 Work plan and resources *[e.g. 10 pages – including tables]*

Please provide the following:

- brief presentation of the overall structure of the work plan;
- timing of the different work packages and their components (Gantt chart or similar);
- graphical presentation of the components showing how they inter-relate (Pert chart or similar).
- detailed work description, i.e.:
  - a list of work packages (table 3.1a);
  - a description of each work package (table 3.1b);
  - a list of deliverables (table 3.1c);

⚠ Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. The number of work packages should be proportionate to the scale and complexity of the project.

⚠ You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the Commission.

⚠ Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'project management', and to give due visibility in the work plan to 'data management' 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.

⚠ You will be required to update the 'plan for the dissemination and exploitation of results including communication activities', and a 'data management plan', (this does not apply to topics where a plan was not required.) This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned.

⚠ Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the application forms, and the number of person months, shown in the detailed work package descriptions.

- a list of milestones (table 3.1d);
- a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e);

Part B - Page 12 of 19

- a table showing number of person months required (table 3.1f);
- a table showing description and justification of subcontracting costs for each participant (table 3.1g)
- a table showing justifications for 'purchase costs' (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A);
- if applicable, a table showing justifications for 'other costs categories' (table 3.1i).
- if applicable, a table showing in-kind contributions from third parties (table 3.1j)

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

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

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

A well-structured Abstract

Abstract is the first thing most of evaluators read. It is limited in words and formatics. Hence, concise and impressive based on key information (Answer the 4 Whys):

1. Why this project? (i.e. Apply the PSV)

2. Why____? (why it is urgent to deal now and not in some years from now)

3. Why in this____? (why with with this methodology/approach)

4. Why you? (and why not others)

Avoid copy and paste from the <u>proposal</u> section!!
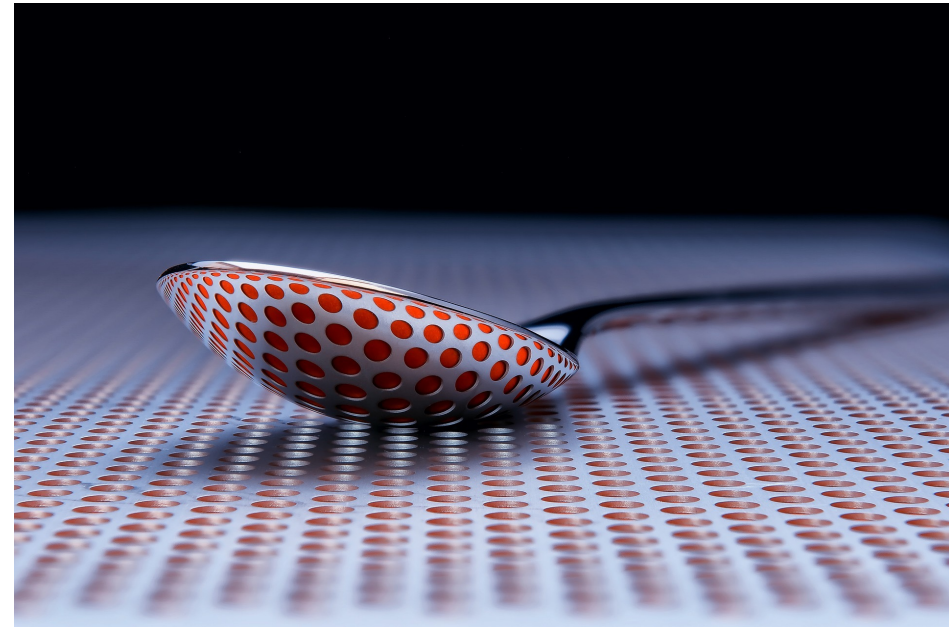
REGENEU Abstract Example

Biomaterials have gained much interest as a very important category of materials because of their wide application in medicine and benefit to patient such as increased longevity and improved quality of life.There is clear evidence of a stable increase of the biomaterials market for the next fifteen years.

European Biomaterials Market represents a market of 7 € billion and the global Biomaterials market is five times the European market.

Biomaterials sector has not yet been in a good position among the high-value chains in Turkey. Turkey imports biomedical devices, instruments and materials, especially Advanced Therapy and Medicinal Products (ATMPs) about 85%. In Turkey, few R&D activities and limited coordination of academy-industry are the main barriers to develop competitive biomaterial products and high value research in biomaterials field in Turkey. Necmettin Erbakan University (NEU) is a young University in Konya-Turkey with well-equipped Faculty of Medicine, Faculty of Dentistry, Institute of Science and the dedicated research center, Science and Technology Research and Application Centre, brings together the scientists researching on medicine, material, energy, biomaterial sciences and focusing on creative answers to today's scientific challenges. NEU has weakness on developing functional biofibers for medicinal applications, specifically to be applied in wound healing and tissue regeneration.

The proposal REGENEU aims to meet the requirements of the HORIZON-WIDERA-2021-ACCESS-03-01: Twinning Call. The main focus of this project is to increase the scientific capabilities and excellence of NEU in the field of biofiber research and development for translational application.

This target is supported by European partners Fraunhofer (Germany), UKW (Germany), TCD (Ireland) and RCSI (Ireland). NEU needs to transfer knowledge about its weak side, on the development and production of innovative and GMP conform functionalized biofibers for wound healing.

Source: Cordis

© Nikolaos Floratos, Fundingexpert.academy

Session 2: Building Excellence Section

1.1.1 Challenges

Restructured TWINNING Excellence section structure

1. Excellence

1.1 Objectives ~2 pages

    1.1.1 Challenges

    1.1.2 Objectives and Pertinence with WP topic & KPIs

1.2 Coordination/support measures and Methodology ~6 pages

    1.2.1 Overall methodology to achieve objectives (~1.5 page)

    1.2.2 Methodology in detail, specific challenges & related measures (3 pages)

    1.2.3 Interdisciplinary approach and integration with SSH (0.5 page, if not included above in 1.2.2)

    1.2.4 Gender dimension (0.5 page, if not included in 1.2.2)

    1.2.5 Proposed open science practices and their contribution to project objectives

    1.2.7 Preliminary Data Management Plan (0.5 page max)

- Start with a **key scientific challenge with a strong societal impact** in your country
- Highlight any related EU policies needed to be supported also (e.g. Green Deal Ones)
- Elaborate on **limited formal collaboration currently** with leading scientific institutions from abroad
- Comment on the **underutilised knowledge and skills** accumulated over the years in your research domain and country
- Comment on any **needed institutional transformations**
- Commen on **the low number of related R&I proposals/projects** leaded
- Any **brain-drain losses** in the R&I area
- …
- Conclude with your purpose to **address the key scientific challenge with strong societal impac**t based on collaboration with **top scientific institutions** and deal with the above challenges

© Nikolaos Floratos, Fundingexpert.academy

1.1.2 Objectives and Pertinence with WP topic & KPIs

Restructured TWINNING Excellence section structure

1. Excellence

1.1 Objectives ~2 pages

    1.1.1 Challenges

    1.1.2 Objectives and Pertinence with WP topic & KPIs

1.2 Coordination/support measures and Methodology ~6 pages

    1.2.1 Overall methodology to achieve objectives (~1.5 page)

    1.2.2 Methodology in detail, specific challenges & related measures (3 pages)

    1.2.3 Interdisciplinary approach and integration with SSH (0.5 page, if not included above in 1.2.2)

    1.2.4 Gender dimension (0.5 page, if not included in 1.2.2)

    1.2.5 Proposed open science practices and their contribution to project objectives

    1.2.7 Preliminary Data Management Plan (0.5 page max)

Your objectives should focus to deal with each of the challenges identified in the previous section, e.g.

- O1: To develop **a scientific roadmap** for [your targeted research domain]. This will result in significantly increased Scientific Excellence, development of new research pathways and know-how technologies in your targeted research domain] (KPIs: X new related joint research projects, x joint research programmes, x research mobilities, etc)

- O2: To develop an **innovation roadmap** to transform scientific excellence into solutions and services related to [your research domain]. Establishing /enhancing a TTO (KPI: e.g. min X implementation of innovations with industry)

- O3: To **lighten administration burden** with automated workflow processes and lean management practices (KPI: reduce administration load for researchers and support staff by 30%)

- O4: To increase **success in EU and national funding** for long-term sustainability. Establishing/Enhancing a Research Support Office (e.g. X projects coordinated by the applicant in the next 5 years)

- O5: Significantly improve **the research and research support staff** towards to highly-skilled human capital capable to develop **novel solutions and jobs** needed by society and economy. KPIs: X trainings, summer/winter schools, x networking and staff exchanges during project, X young researchers coming interested in developing their career path., x young researchers coming from other countries (including third countries) interested in international mobility in European countries, X highly skilled researchers from consortium as mentors interested in supporting in guiding career development and/or integration of young researchers in the research teams.)

- O6: Disseminate & **exploit best practices and policy recommendations** for R&I reform that leads to better collaboration between academics, Industry/business, government and society. (KPI: X multi-actor collaborations by project end)

© Nikolaos Floratos, Fundingexpert.academy

Tangible **C**hallenges and **O**bjectives

National/Regional Challenges or Opportunities/potential	Project Specific Objectives	Key Performance Indicator (Mainly R&I indicators)
...		

Specific objectives should SMARTI: <u>S</u>pecific, <u>M</u>easurable, <u>A</u>chievable, <u>R</u>ealistic,<u>T</u>ime bound, <u>I</u>nnovative

1.2 Coordination/support measures and methodology

Restructured TWINNING Excellence section structure
1. Excellence
1.1 Objectives ~2 pages
    1.1.1 Challenges
    1.1.2 Objectives and Pertinence with WP topic & KPIs
1.2 Coordination/support measures and Methodology ~6 pages
    1.2.1 Overall methodology to achieve objectives (~1.5 page)
    1.2.2 Methodology in detail, specific challenges & related measures (3 pages)
    1.2.3 Interdisciplinary approach and integration with SSH (0.5 page, if not included above in 1.2.2)
    1.2.4 Gender dimension (0.5 page, if not included in 1.2.2)
    1.2.5 Proposed open science practices and their contribution to project objectives
    1.2.7 Preliminary Data Management Plan (0.5 page max)

- The overall methodology could be based on **a SWOT analysis** of the coordinating organisation. i.e. To exploit **its current strengths** (e.g. high research potential) and **opportunities** (e.g. collaboration with top leaders, etc) in order to achieve the targeted project objectives. In parallel, it should show how to **eliminate** its **Weaknesses** (e.g. lack of research support staff and resources) and **overcome any** possible **Threats** (e.g. high competition globally in your research area, insufficient state funds for research, etc)
- Then, you can describe also the **Workplan structure** to achieve each of the proposed project objectives in the previous section
- Consider interdisciplinary research and SSH integration
- You may include here also how your methodology will support **specific policies/practices**, such as
  - Do No Significant Harm – DNSH principle
  - Support of related Green Deal Goals and SDGs
  - Support of national Smart Specialisation Strategy
  - Gender Aspects
  - Open Science
  - Research Data Management Plan

© Nikolaos Floratos, Fundingexpert.academy

Session 2 cont: Building Implementation Section

Building Implementation Section

Restructured TWINNING Implementation structure

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

    3.1.1 Workplan overall structure

    3.1.2 Gantt chart

    3.1.3 Pert chart

    3.1.4 Detailed workpackage description

    3.1.5 List of deliverables and milestones

    3.1.6 Implementation risks and mitigation

    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

3.1.1 Workplan overall structure

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

Indicative Workplan - You can outline here also the purpose of each workpakcage and any possible interlinks

- **WP1 for Scientific Excellence in research** (Role of coordinator jointly with top research partners) that will develop your expected novel scientific results
- **WP2 for Administrative Excellence** - Human Resources – Organization – organization, planning and monitoring. Its aim could be to manage human capital, ensure gender balance in all levels including high decision making ones, the reengineering of operational structures for leaner and lighter administrative workloads, the establishment/enhancement of the research support office, etc)
- **WP3 for Know – How transfer**, workshops, trainings, staff and researchers' exchange mobility to support also with the proper knowledge and human capacity building for all other WPs
- **WP4 for Innovation Excellence** to lead to novel exploitable results (if applicable). It will aim to develop the structures (Exploitation plan, IPR strategy, TTO, etc) for exploiting innovative solutions from your research
- **WP5 for Communication/ Dissemination/ Exploitation** to promote and raise awareness about the project and its results for facilitating their exploitation by its end users.
- **WP6 for Project Management** of the TWINNING project to ensure the timely delivery of high-quality expected deliverables

3.1.2 Gantt and Pert chart

Purpose of Gantt Chart: To show the duraction of each WP and Task across time

Purpose of Pert Chart: To show the interlinks between the different WPs as well as to identify the critical path

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

   3.1.1 Workplan overall structure

   3.1.2 Gantt chart

   3.1.3 Pert chart

   3.1.4 Detailed workpackage description

   3.1.5 List of deliverables and milestones

   3.1.6 Implementation risks and mitigation

   3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

   3.2.1 Consortium description

   3.2.2 Complementarity and roles per partner

   3.2.3 Industrial involvement for possible exploitation

Source: stepupiors project

3.1.1 Workplan overall structure, 3.1.5 List of deliverables and milestones, 3.1.6 Implementation risks and mitigation

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

    3.1.1 Workplan overall structure

    3.1.2 Gantt chart

    3.1.3 Pert chart

    3.1.4 Detailed workpackage description

    3.1.5 List of deliverables and milestones

    3.1.6 Implementation risks and mitigation

    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

For **each Workpackage**, you are advised to work as follows:

- **Step 1**: First start with the objectives and results per Workpackage
- **Step 2**: Specify the tasks needed for achieving each objective and the key results
- **Step 3**: Ensure that each task leads to a specific deliverable, unless the task is not needed. Not more than 3-4 tasks per workpackage
- **Step 4**: Ensure that quantitative milestones that can verify the successful completion of each milestone have been foreseen.
- **Step 5**: For each Workpackage identify at least one risk that may jeopardise its successful completion and suggest preventive and reactive measures

Ensure good links between objectives, WPs, Resources, Project results and milestones

Project objectives	Related Workpackage activities	Necessary Resources and Expertise	Expected Projects Results	Milestones

Milestones and performance indicators

- Milestone: An <u>indicator</u> that allows the verification of the successful completion of a project key activity (workpackage, task) at a given **time** instance

- Include at least one milestone per task and include them in the WP table

- Use also table to list all milestones accordingly. **Attention to "Means of verification" column**

Bad examples by EC in the Horizon Europe TEAMING full proposal template!

Table 3.1d: **List of milestones**

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

KEY

Due date

Measured in months from the project start date (month 1)

Means of verification

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

Examples of means of verification

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

- Software released and validated **by min 100 end-users**

- Field survey complete **based on 250 interviewees**

- A "**passepartout**" milestone/means of verification that is applicable for all activities is "Acceptance of each of the deliverables in every workpackage by min 2 peer-reviewers"

Risk Analysis & Action Plan template

Risk description	Likelihood level (H/L)	Severance level (H/L)	Significance level (HH, HL, LH, LL)	Mitigation (Preventive) Measures	Contingency (Reactive) Measures
		Indicative Possible risks in TWINNING projects			

- Scientific Excellence related risks
- Administrative Excellence related risks
  - Conservative decision makers for reforming
  - Reluctance to adopt new lean and automated workflows
  - Low interest to exploit as leaders European R&I programmes
  - Lack of resources and expertise for administrative excellence
- Innovation Excellence related risks
  - Low interest in developing exploitable solutions
  - Low interest in exploiting research results
- Know-How Transfer related risks
  - Low interest in participating in activities such as (trainings, summer/winter schools., mobilities, staff exchanges, joint PhD programmes, etc)
- DEC related risks
  - Low interest of appropriate target groups on project results (e.g. policy makers on policy and R&I reform recommendations, industry in project innovative solutions, other institutions/faculties on reform recommendations, research community on research findings
  - Low interest in DEC events and activities

47

© Nikolaos Floratos, Fundingexpert.academy

3.1.7 Resources

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

> 3.1.1 Workplan overall structure
> 3.1.2 Gantt chart
> 3.1.3 Pert chart
> 3.1.4 Detailed workpackage description
> 3.1.5 List of deliverables and milestones
> 3.1.6 Implementation risks and mitigation
> **3.1.7 Resources**

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

> 3.2.1 Consortium description
> 3.2.2 Complementarity and roles per partner
> 3.2.3 Industrial involvement for possible exploitation

- **Lump-Sum Justification** – Very detailed in proposal planning (See excel file) but simple during project execution
- Rule of thumb for **WP budget distribution**:
  - max 30% of the total Horizon Europe grant to Scientific Excellence /Research Component WP and 50% of it to be allocated to the coordinator
  - ~7% of total funding for Project Management
  - ~15% of total funding to DEC
  - ~15% to administrative excellence
  - ~20% to Know-how transfer
  - ~13% to Innovation Excellence
  - 60-70% to coordinator/applicant
- Rule of thumb for **budget distribution per cost category**
  - ~60% for Personnel Cost
  - ~20-25% % for indirect costs
  - ~10% for Travel Costs
  - ~10% for Other Costs
  - ~1% for equipment

3.2.1 Consortium description
3.2.2 Complementarity and roles per partner

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

    3.1.1 Workplan overall structure

    3.1.2 Gantt chart

    3.1.3 Pert chart

    3.1.4 Detailed workpackage description

    3.1.5 List of deliverables and milestones

    3.1.6 Implementation risks and mitigation

    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

Roles per Partner (Beneficiaries and Associate ones)

- **Top Research Partners/Internationally** leading scientific& Innovation **transdisciplines** with high complementarity for transferring knowledge, and experience as high value research performers with possible tasks
  - To offer scientific expertise, guiding/ mentoring
  - To offer business/ organizational know-how
  - To offer Research Support expertise for exploiting EU research funds
  - To support network expansion
  - To help increase visibility/ branding
  - To develop joint research efforts such Affiliated Faculties, Joint PhD programmes, joint development of ambitious research projects, exchange of staff and researchers
  - To jointly develop activities, eg:
    - H. Europe and other EU-funding proposals
    - Joint industrial projects
    - Joint internal projects
    - Synchronization of strategic research agendas
    - Capacity building for the public sector of the low performing country
- **National multidisciplinary regional actors**
  - **Policy Makers** for the advancement of policy recommendations for research reforms in the area of twinning project focus
  - **Industry** for further financial support, joint development of innovation projects, services to research infrastructures, exchange of staff, etc
  - Educational/research institutes for joint development of research projects and publications
  - Society such as associations and NGOs for promotion and raising awareness of the project and its results and facilitating their exploitation
- **Transnational regional research actors**. Actors to establish MoUs, collaboration agreements for joint research efforts such Affiliated Faculties, Joint PhD programmes, joint development of ambitious research projects, exchange of staff and researchers, etc.

Source: TH2020II

© Nikolaos Floratos, Fundingexpert.academy

Involvement of stakeholders as members of Scientific& Innovation Excellence Expert Panel and International Policy Advisory Board

**Scientific & Innovation** Expert Panel (SEIP)

- The TWIINING project is more than welcome to **be advised and aided** by an **international panel of experts** (SEIP) with expertise related to the projets research domain for excelling in its area. SEIP will also address issues related to diversity, gender, integrity, and GDPR. Every year, the SEIP will go through an in-depth evaluation of the performance (KPIs) and objectives of the TWINNING project. The SEIP will be composed of your domain experts coming **both from the academic and industry areas experts** and international dimension

International **Policy** Advisory Board (IPAB)

- The International Policy Advisory Board (IPAB) will support the project in its endeavours to promote and structure an active **dialogue between the scientific community of the project and regional and international policy makers** on the replication of similar good practices and development of transnational solutions close to the society. Composed of leading regional and international policy makers, stakeholders, and opinion-formers including representatives from the society, the **IPAB will facilitate the transfer of new regionally focused scientific knowledge and research reformulation practices** and support its translation into current and future national interests and policies

Organisational Structure Example
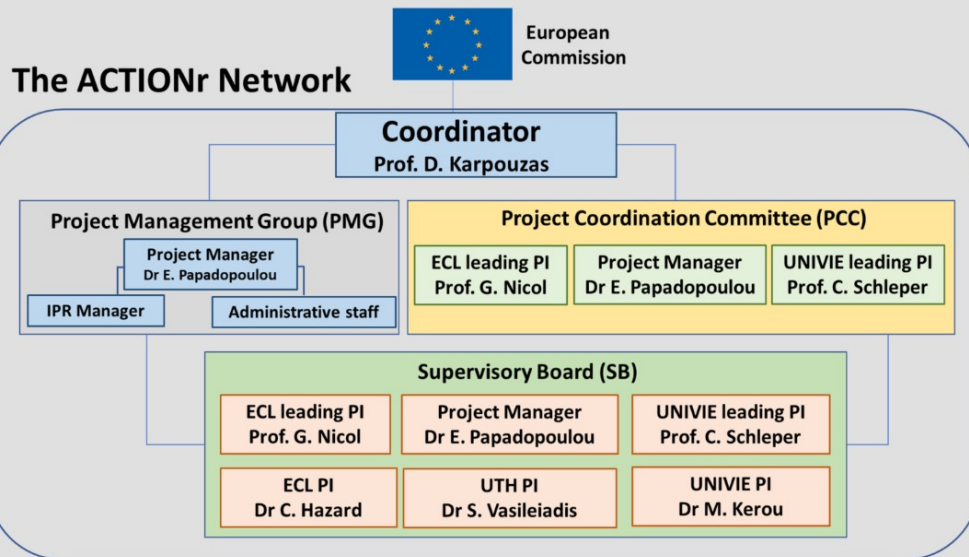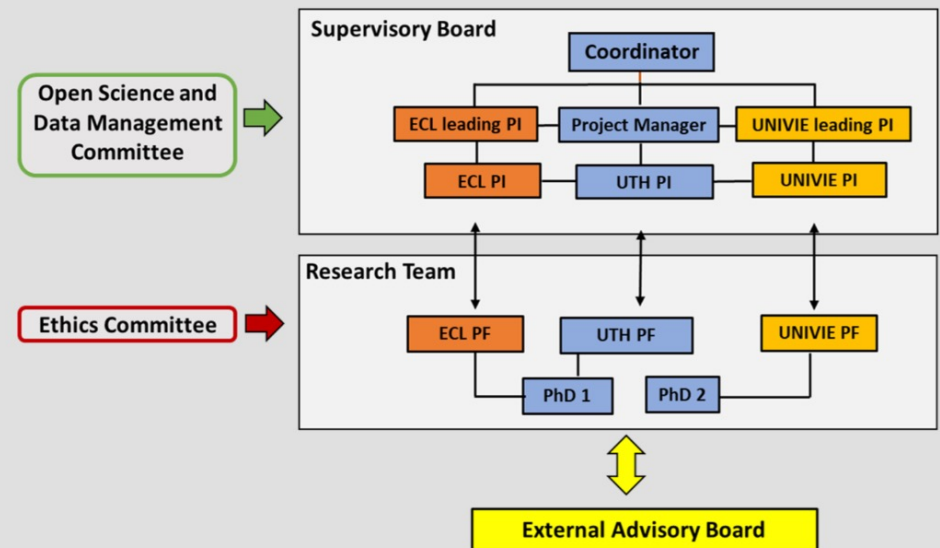
Source: Actionr project

3.2.3 Industrial involvement for possible exploitation

3. Implementation

3.1 Workplan and Resources (~10 pages – including tables)

    3.1.1 Workplan overall structure

    3.1.2 Gantt chart

    3.1.3 Pert chart

    3.1.4 Detailed workpackage description

    3.1.5 List of deliverables and milestones

    3.1.6 Implementation risks and mitigation

    3.1.7 Resources

3.2 Capacity of participants and consortium as a whole (~ 3 pages)

    3.2.1 Consortium description

    3.2.2 Complementarity and roles per partner

    3.2.3 Industrial involvement for possible exploitation

Any industrial involvement should be part of the total sustainability plan of the TWINNING project

Reviewers will give good scores to the ones that can convince them they the TWINNING project will foster by the end of the project:
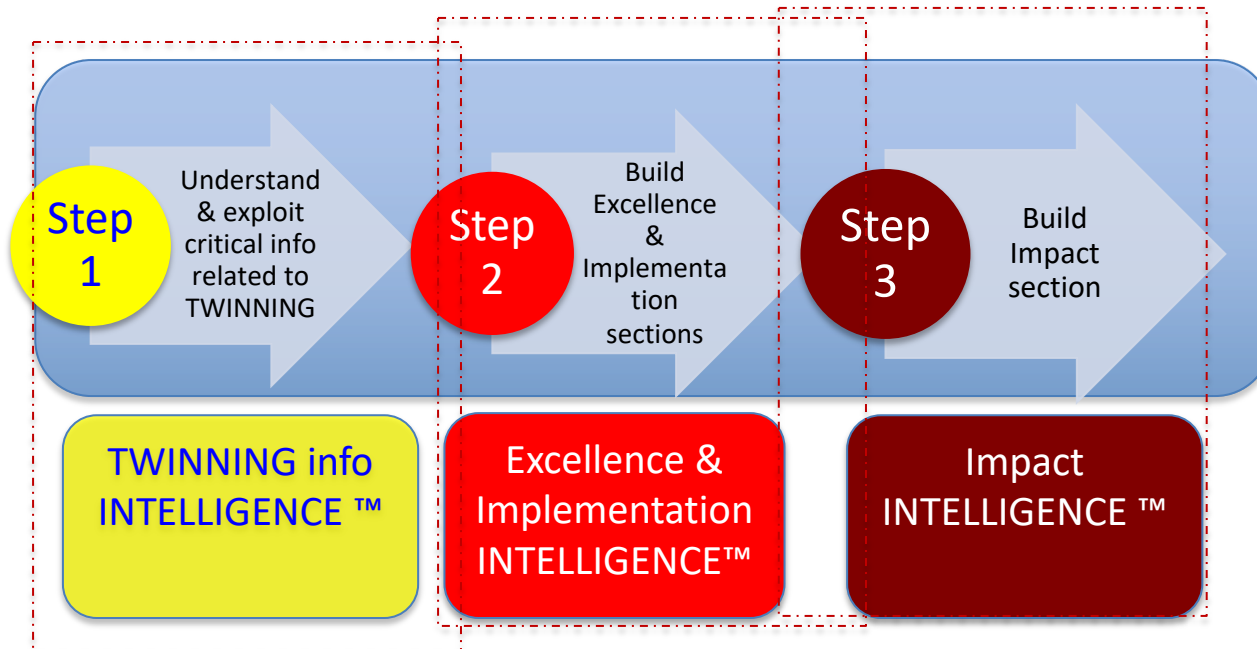
- **Financial sustainability:**
  - Detailed and solid analysis (realistic assumptions)
  - Diversified sources of income
  - Moderate projections
  - Minimal financial load
- **Organizational sustainability:**
  - Minimal Administrative load
  - Scalable structures
- **Scientific and Innovation Sustainability:**
  - Relevance for industry and major societal challenges
  - Integration in Pan-European networks
  - Effective mechanisms to produce adequate number of scientists (links with Education)

Hands on Practice if time allows

- Check from those projects related to your research area via the Cordis for previous twinning initiatives and their project website any useful info related to Excellence and Implementation
  - Key Purpose
  - Key challenge(s) addressed
  - Project objectives
  - Project Results
  - Consortium Synthesis (beneficiaries and associate ones)
  - Workpackage structure
  - List of deliverables

How applicants will have success in TWINNING grant applications

From Struggle

To Success

Step 1 — Understand & exploit critical info related to TWINNING

Step 2 — Build Excellence & Implementation sections

Step 3 — Build Impact section

TWINNING info INTELLIGENCE ™

Excellence & Implementation INTELLIGENCE™

Impact INTELLIGENCE ™

Congratulations!

You did it! You are familiar now with the Intelligence behind for success in TWINNING proposals

Day 2: Work on the essentials of your own Twinning proposal

- **Knowledge is not power, applied knowledge is**

Based on the provided training, work now and optionally present your own project concept by outlining about your Twinning project. Your findings may be discussed in the class:

1. Key Purpose
2. Key challenge(s) addressed
3. Project objectives and possible KPIs
4. Project Results/Key Deliverables
5. Consortium Synthesis (beneficiaries and associate ones)
6. Benefits for leading institutions
7. Workpackage structure
8. Key Risks
9. Expected Outcomes and metrics
10. Expected Impacts and metrics