

Project Writing Camp

Participating successfully in Cluster 2 - Culture, Creativity, and Inclusive Society Open Calls 2024

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- *Writing tips and good examples for the Excellence section*

- *Writing tips and good examples for the Implementation section*

About the trainer

The trainer - Dr Apostolos Dimitriadis

- PhD in Theoretical Physics (Dunelm 2004)
- Active in Technology Transfer, Innovation Support and EU funding programmes since 2007
- National Contact Point for FP7, H2020 & Horizon Europe
- National Expert in the H2020 NMPB Programme Committee
- Attracted ~€50M of competitive funding since 2009.
 - 25 project proposals, 10 as Coordinator - (FP7, H2020, CIP, COSME, SMP, ΕΣΠΑ, ΕΛΙΔΕΚ, private funds).

- Founded in 1983
- 10 Institutes, 155 Research Groups, 567 Active Projects, 1592 People, 41 ERC Grants, 180 Marie-Curie Grants, 203 Active EU Grants.
- Ranks 1st among the Research Centres in Greece, in all comparative evaluations conducted by international committees

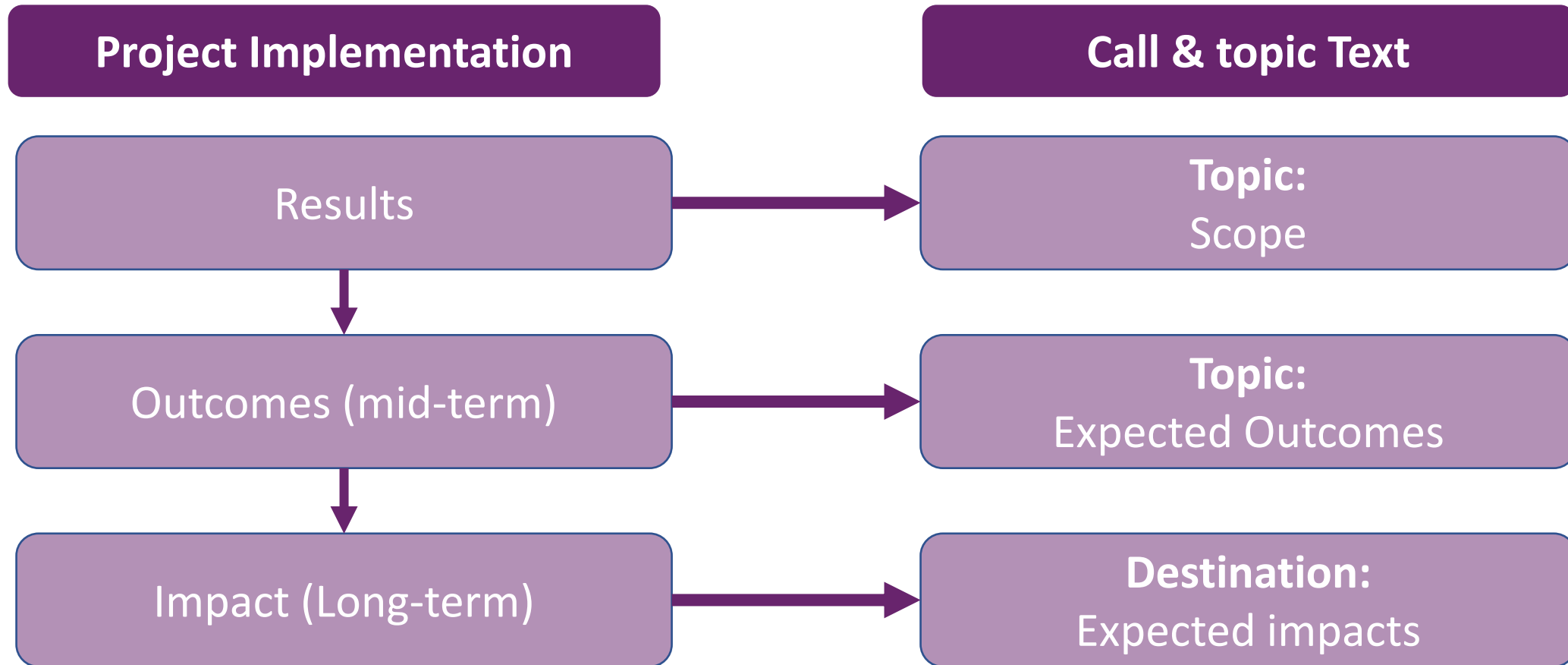


<http://www.ics.forth.gr>

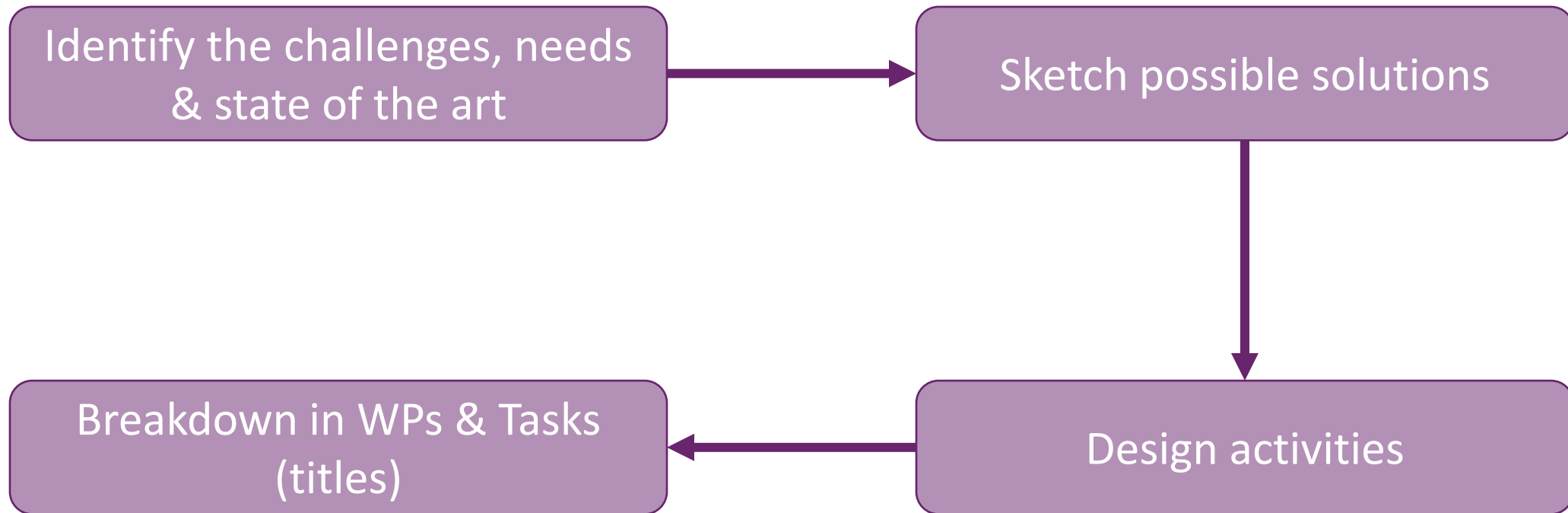
Essential proposal development steps

Terminology

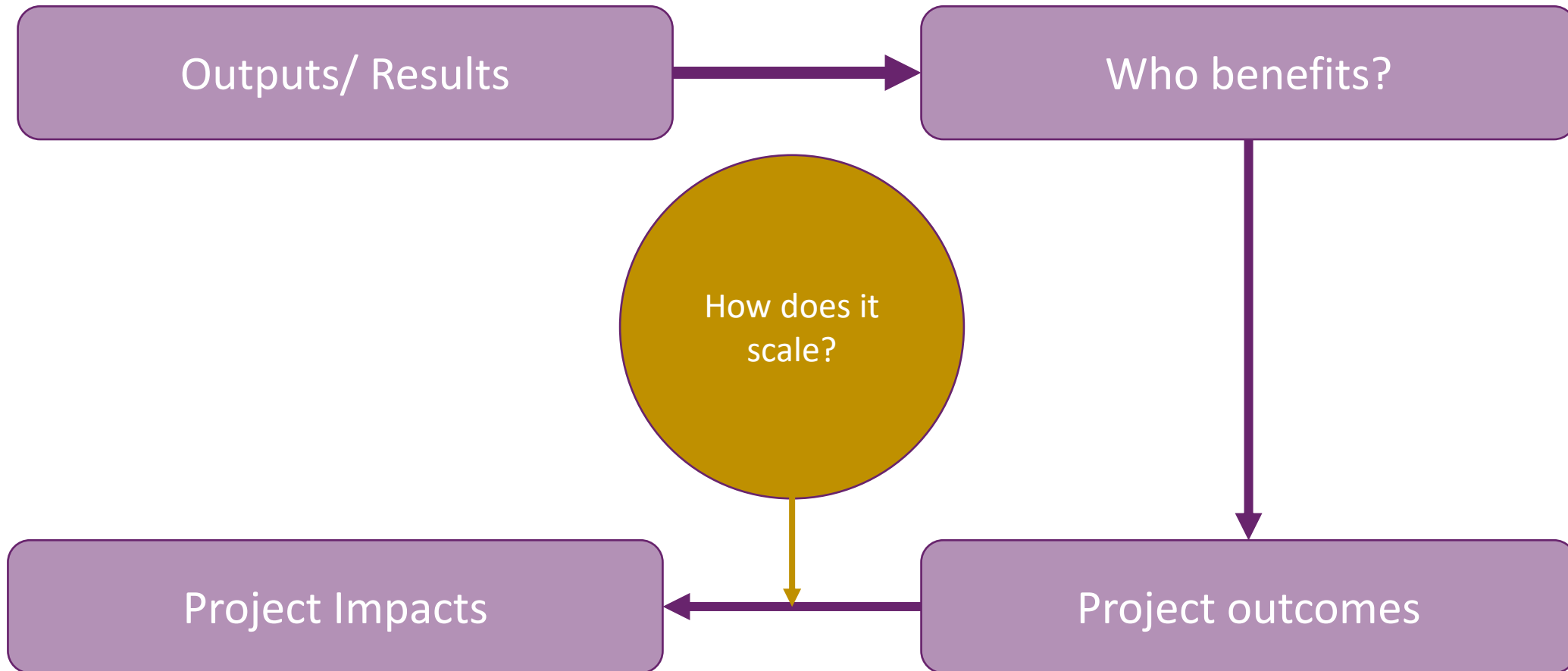
Scope	Activities	Outcomes
Challenges & the objectives that each funded project should focus and implement by its end	Actions broken down to WPs and tasks to achieve the objectives of the project	are mid-term benefits (<i>during or shortly after the end of the project</i>) from the project results
Objectives	Results	Impacts
The goals of the work performed within the project	What is generated during the project implementation	long-term benefits (<i>generally occur some time after the end of the project</i>) from the project results



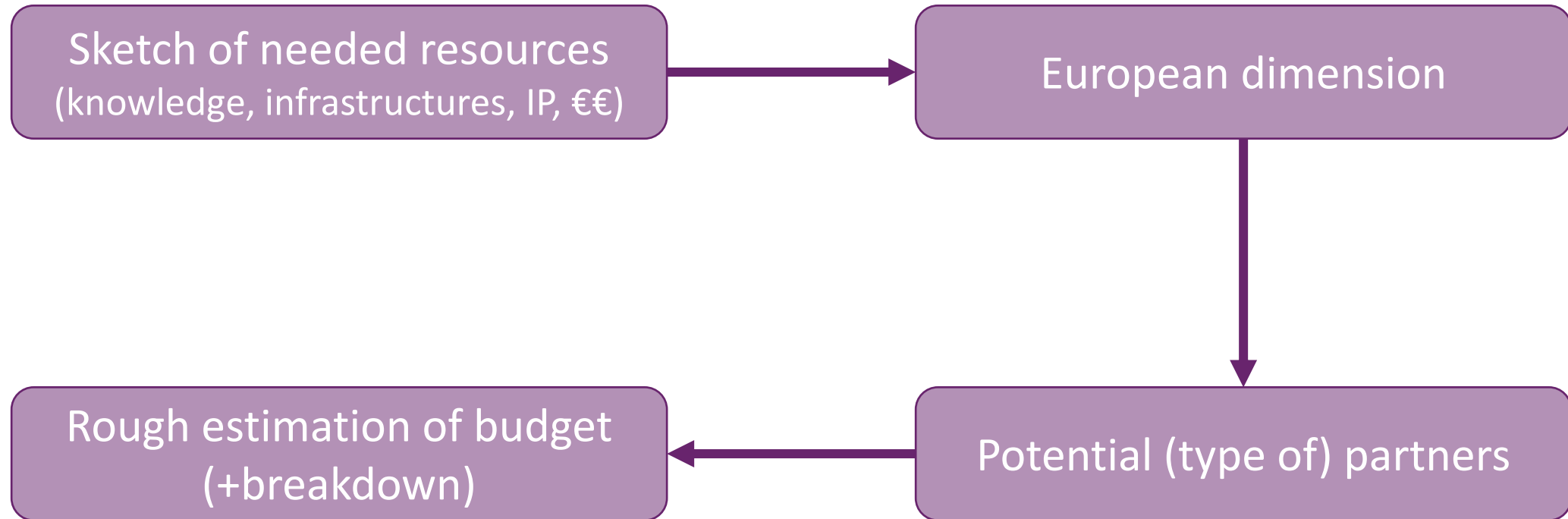
Process (I)



Process (II)



Process (III)



A very rough example

Objectives: To develop a competitive neuroscience research org. ①

- able to do world class research
- with strong collaboration links with the leader on the field
- and strong support (Research Management) infrastructure to support researchers with all non-research activities (indicatively funding, project management, innovation management, technology transfer, IPR management, recruiting human resources management, procurement).

Specific objectives:

1. Integrate new research activities and open new pathways for neuroscience through ~~research~~ common research activities (WPS)
2. Improve research skills through training activities of young and early-stage researchers (WPS)
3. Create a Research Management Office focused on Health & Digital, recruitment of personnel and training to acquire the necessary skills (WPS)
4. Ensure that activities & results of the project are disseminated to the right target groups and that any new knowledge will be exploited (WPS)
5. Grow the sustainability of operations and (WPS)
6. Smooth, effective & efficient management of the project.

Impact Pathways ②

→ Vision, Activities, Outputs, Outcomes, Impacts

Vision:

- Strategic Objectives
- Specific Objectives

Activities:

- As described in WBS of methodology

Outputs:

- Dedicated, trained, effective, experienced Research Management Unit dedicated to Health & Digital
- Research Unit(s) with holistic approach & advanced expertise conducting world class research in digital neuroscience
- Policy recommendations (also on ethics) *(this is v. important, need specific link on that)*
- Draft medical guidelines
- Pastoral Strategic foresight report
- Sustainability, growth of operational plan

Methodology Outcomes:

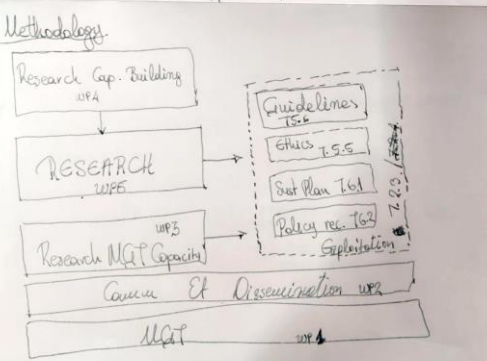
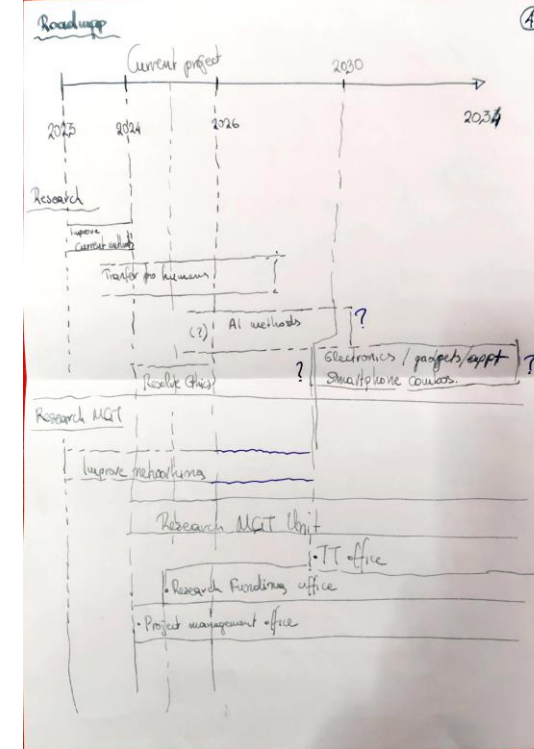
- Improved excellence capacity in the field of resources
- ~~Transit~~ Enhanced networking activities
- Raised reputation
- Strengthened research management capacities & resources
- New R&D pathways
- Increase researcher mobility
- Improved understanding of brain functions and behavioral treatments for neurodegenerative patients.

(This lacks attention @ the moment)

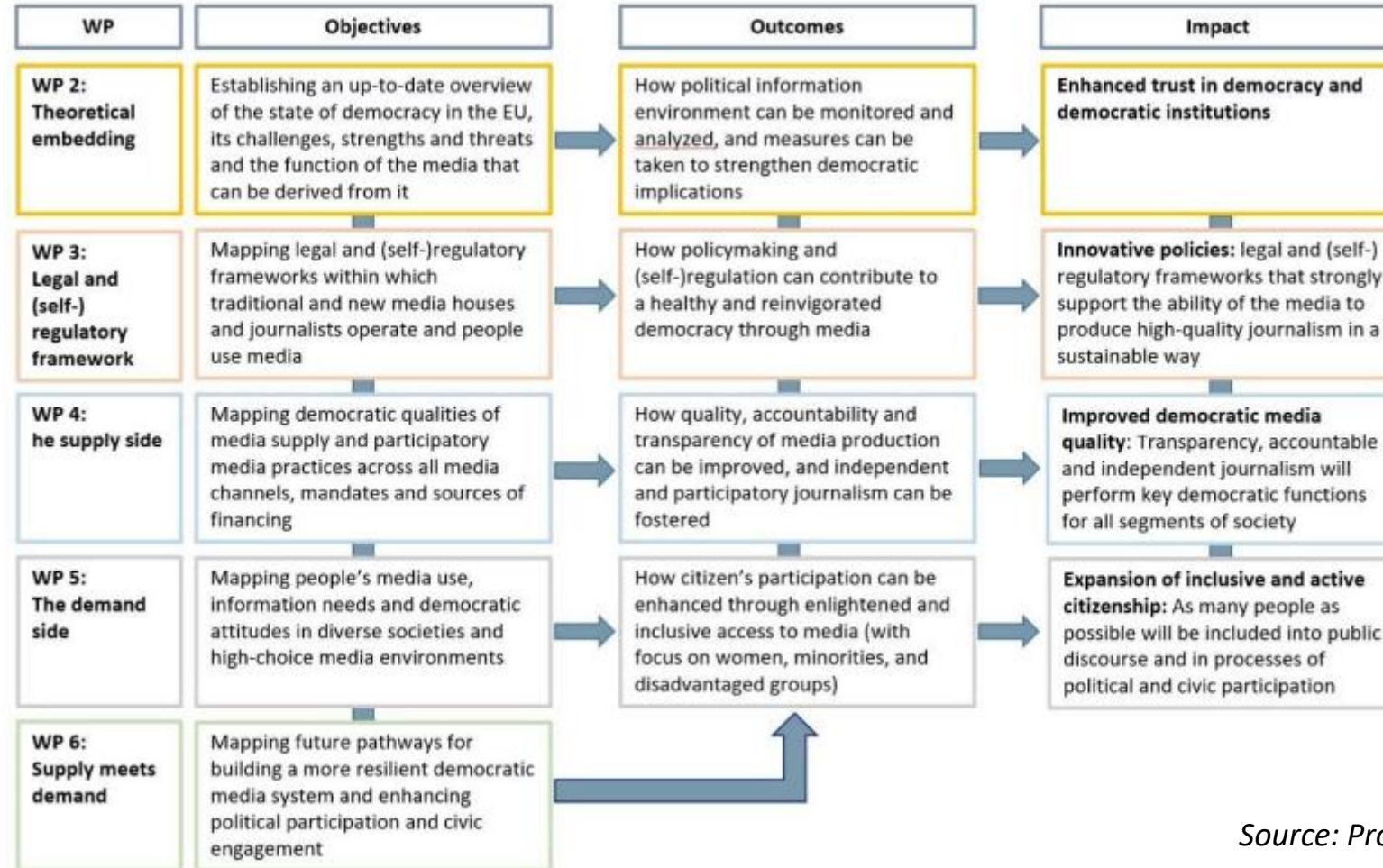
Impacts ③

- **Scientific** (not just scientific from user)
 - Improved understanding of human neurological functions
 - Improved TRL of brain-machine interactions.
 - Balanced understanding of ethical issues on human brain research & machine-brain interactions.
- **Political**
 - Contribute to EU leadership in brain research
 - Ensure MS cooperation to support EU leadership in Brain research
 - Improved policy tools & roadmap to tackle issues in brain research.
- **Societal**
 - Better treatments for neurological & psychiatric mental disorders
 - Improved quality of life
 - Improved access to effective care
 - Early & more effective prevention of treatment.

Methodology:

Relationships Between Work Packages, Objectives, Outcomes and Impact of project (CL2 example)



Source: Project MeDeMAP GA No 101094984

Building a consortium

- Identify key partner needs, roles and responsibilities
 - Who do you need to deliver the proposed project?
- Suitable partners
 - Type | Sector | Expertise | Experience | Commitment | Projects | Country
- Where to find them?
 - Existing collaborators, CORDIS, Matchmaking events, Info-days, NCPs, EEN
- How to attract them?
 - Clear concept and relevant to call.
 - Value proposition to partners
 - Expected contributions

A nice ref

- Proposal writing as a project: how to organize time and resources,
Grigoris Chatzikostas
https://th2020.zendesk.com/hc/en-us/article_attachments/4402228141202

Writing tips and good examples for the Excellence section

Things to always have in mind

- Fortunately evaluators are human beings!
- Usually they have broad expertise on the field but not specific.
- English is most commonly a foreign language to them
- Try to make it as easy as possible for them by:
 - Following the templates
 - Consistent formatting throughout
 - Easy to understand language
 - NO TYPOS.
 - Use tables instead of block text
 - Using images, appealing visuals.

First impressions matter!

- Pitch the project in the first page. (0,5 page)
- Sell it to the evaluators:
 - The problem we are solving is very important and EU relevant.
 - Competition and state of the art: Current and normal solutions do not solve it.
 - Our solution is ambitious and solves it in an amazing way.
 - Our team is experienced in the field, reliable and effective – the best for the job!
 - The project will have a wide impact in key EU priorities.
- Give this task to a professional graphic designer.

1. Excellence

RIA

- Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious, and goes beyond the state of the art.
- Soundness of the proposed methodology, including the underlying concepts, models, assumptions, interdisciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

CSA

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

1.1 Objectives & ambition (RIA) – 4 pages

- Structure according to template
 - 1.1.1 Needs and challenges (0,5 page)
 - 1.1.2 Aims and objectives (1,5 pages)
 - 1.1.3 Ambition (1,5 page)

1.1.1 Needs and challenges (0,5 page)

- Briefly describe challenges and needs
 - Topic, literature review
- Include all aspects: scientific, social, business, policy etc.
- Sketch the proposed solution that will meet needs & challenges.

Rough example for topic HORIZON-CL2-2024-TRANSFORMATIONS-01-02

Challenges from Topic	Solutions
Limited Effectiveness of Training Programs	- Enhancing training methodologies and technologies - Personalized training plans
Differential Response of Employed and Unemployed Workers	- Flexible training options - Financial support mechanisms
Variability in Member States' Policies	- In-depth case studies of successful policies - Adaptation strategies
Focus on Vulnerable Groups	- Tailored interventions for specific groups - Income supplementation or job guarantee programs
Response to the COVID-19 Crisis	- Evaluate rapid policy responses - Adaptive strategies for future crises
Socio-Economic Barriers to Participation	- Identify specific barriers and challenges - Develop targeted policy recommendations
Gender Dimension	- Analyze gender-specific impacts - Implement gender-sensitive initiatives
Integration with Broader Employment Strategies	- Explore synergies with social protection measures - Joint policy initiatives for comprehensive support
Transdisciplinary Research and Social Innovation	- Foster interdisciplinary collaboration - Conduct pilot studies and experiments
Clustering and Cooperation with Other Projects	- Establish communication channels and coordination mechanisms - Identify common research goals and synergies

1.1.2 Aims and objectives (1,5 pages)

- Briefly describe the objectives of your proposed work
- Explain why the objectives of your proposed work are **pertinent** to the work programme topic
- Specify that your objectives are **measurable** and **verifiable**
- Indicate whether the objectives are **realistically achievable**

Key Objectives

- **Must:**
 - Have relation to WP topic
 - Be linked with needs (§1.1 & § 2.3)
 - Be linked with WPs/Tasks (§3.1)
 - Be linked with partners (§3.2)
 - Be linked with deliverables (§3.1)
 - Be linked with outcomes
 - Be linked with KPIs
 - Be linked with impacts (§2.1)

Key Objectives

Key Objective 1: Improve Understanding of Macro Effects

This objective aims to enhance our comprehension of how active labour market policies influence the broader economic equilibrium, particularly considering displacement and substitution effects. By conducting a thorough literature review, analyzing relevant data, and selecting case studies, this objective seeks to provide valuable insights into the overall impact of these policies on the labor market. The resulting deliverables will include a comprehensive catalog of successful policy interventions and an adaptable policy framework, contributing to more effective and evidence-based policy design. This objective directly addresses the need for better policy formulation, ultimately leading to strengthened economic fairness and resilience.

Linked needs	Better policy design	Linked Deliverables	D1.1
Linked WP/Tasks	WP1, Tasks 1.{1-3}	Linked Outcomes	Enhanced policy recommendations based on research
Linked Partners	X, Y, Z	Linked Impacts	Strengthened economic fairness and resilience through evidence-based policies
Linked KPIs - #	Number of cross-sectoral collaborative initiatives established (5)		

Relevance to the work programme

Topic addressed in the call for proposal	Project response
<p>Improved understanding of macro effects of labour market policies on general equilibrium including displacement and substitution effects;</p>	<p>PROJECT will conduct case studies of successful policies in WPX and will produce a compilation of transferable policy recommendations. Through communication channels and activities (WPY) it will increase knowledge exchange and initiate new research activities.</p>

Topic addressed in the destination	Project response
<p>Social and economic resilience and sustainability are strengthened through a better understanding of the social, ethical, political and economic impacts of drivers of change (such as technology, globalisation, demographics, mobility and migration) and their interplay.</p>	<p>PROJECT will analyze policy adaptations made by countries during economic downturns and evaluate their effectiveness. The produced recommendations for adaptive policy measures in economic crises will provide pathways towards economic resilience by providing evidence-based strategies to adapt to economic downturns, a crucial aspect of understanding and mitigating the impacts of economic drivers of change.</p>

1.1.3 Ambition (1,5 page)

Ambition 1:

Current Status:

Advances beyond the state-of-the-art:

1.2 Methodology (14 pages)

- Structure according to template

- 1.2.1 Concept and approach

- 1.2.2 Overall methodology

- 1.2.3 Relevant national & international R&I activities linked with the project

- 1.2.4 Multi/Inter-disciplinary approach, SSH integration

- 1.2.5 Gender dimension: Diverse and inclusive

- 1.2.6 Open Science practices

- 1.2.7 Research data management and management of other research outputs

1.2.1 Concept and approach (1 page)

- Set the stage for the full
- Explain the main concepts underpinning the project
- Describe any models and assumptions involved

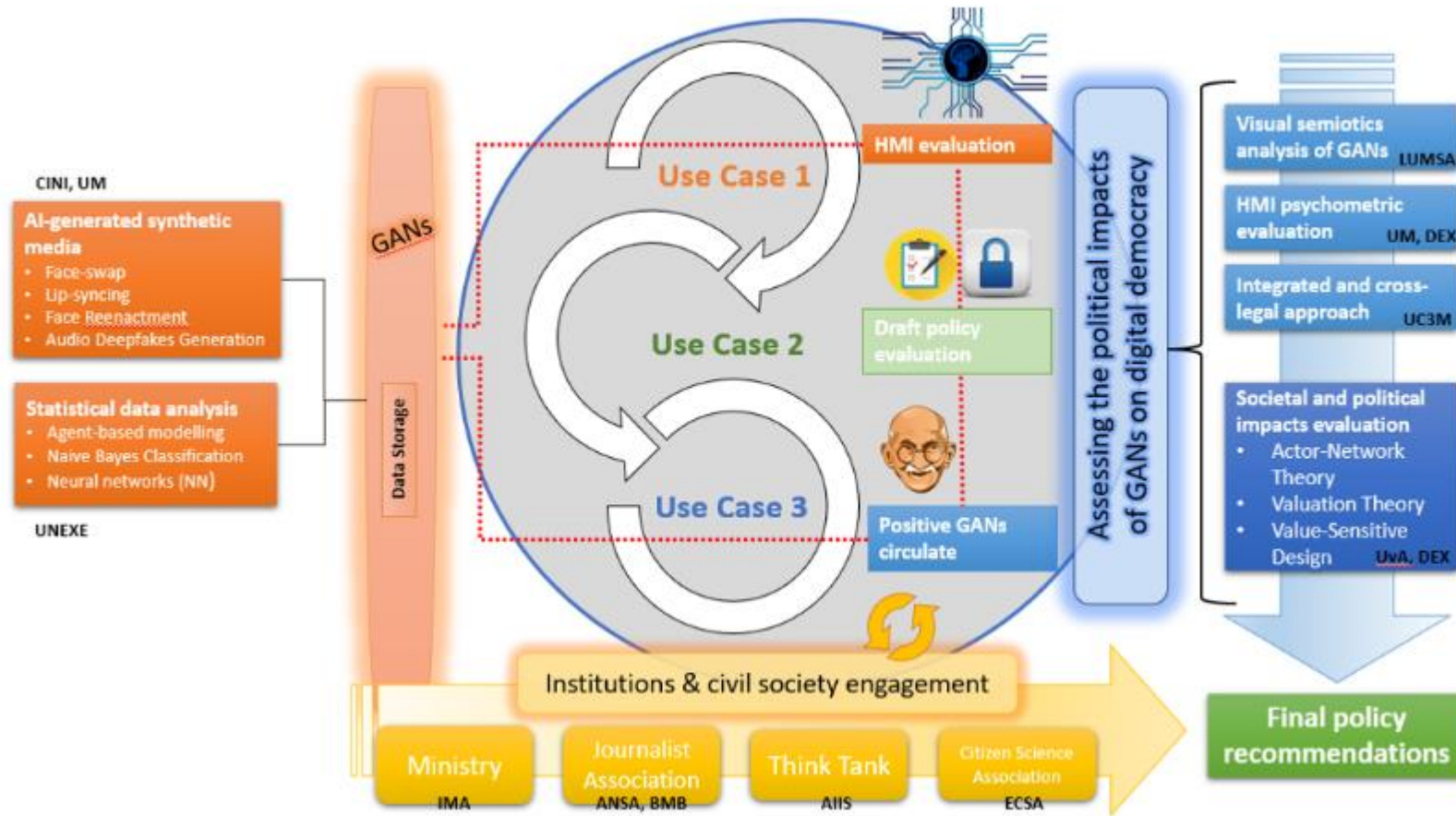
1.2.2 Overall methodology (9 pages)

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

- Methodology is not Work Plan...
- ...but what is described here must have 1:1 correspondence with what is described in §3.1
- Rationale, concept etc. of all activities should be described in detail.

1.2.2 Overall methodology (9 pages)

Methodology:



Source: Research project SOLARIS (Strengthening democratic engagement through value-based generative adversarial networks) is part of the cluster 'Politics and the impact of online social networks and new media'.

GA 101094665

1.2.3 Relevant national & international R&I activities linked with the project (1 page)

- Any national or international research and innovation activities whose results will feed into the project, and how that link will be established.
- To show a) **continuity** and b) **collaboration**.
- Could be:
 - Former projects of consortium partners
 - Other former projects (e.g from homework done on past project from CORDIS)
 - Current projects (...CORDIS...)
 - Other projects that will be funded under the same topic.
- For the last 3 bullets appropriate task(s) should be described.

1.2.4 Multi/Inter-disciplinary approach, SSH integration (1 page)

- Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives. If you consider that an inter-disciplinary approach is unnecessary in the context of the proposed work, please provide a justification.
- For topics where the work programme indicates the need for the integration of social sciences and humanities, show the role of these disciplines in the project or provide a justification if you consider that these disciplines are not relevant to your proposed project.

1.2.5 Gender dimension: Diverse and inclusive (1 page)

- This section is mandatory except for topics which have been identified in the work programme as not requiring the integration of the gender dimension into R&I content
- Sex and gender analysis refers to biological characteristics and social/cultural factors respectively.
- Describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project's research and innovation content

1.2.6 Open Science practices (0,5 page)

- Open science practices implemented as an integral part of the proposed methodology:
 - 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

Potential activities:

1. Early and open sharing of research (e.g. preprints)
2. Providing open access to scientific research outputs (e.g. using EOSC)
3. Participation in open peer-review for scientific outputs
4. Involving all relevant knowledge actors including citizens, civil society & end users in the co-creation of R&I (e.G., Citizen science)

1.2.7 Research data management and management of other research outputs (1 paragraph – max 0,5 page)

- How the data/ research outputs will be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable), addressing the following
 - Types of data/research outputs
 - Findability of data/research outputs:
 - Accessibility of data/research outputs:
 - Interoperability of data/research outputs
 - Reusability of data/research outputs
 - Curation and storage/preservation costs

The project will produce research, personal and technical data which will be managed accordingly to the FAIR principle and following European Union guidelines. Therefore, the first project deliverable will be a Data Management Plan (DMP) aligned with the article 17 of the European Grant Agreement and using the template provided by the European Commission, where it will be detailed the type of data generated and the required information on how data lifecycle will be handled. This will be a living document throughout project implementation, updated and enriched every time necessary and if possible, will be registered as a non-restricted public deliverable to assure DMP publication. Considering that the project will imply a considerable amount of personal data, it will be handled complying with the General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679 and national legislations. A data manager will be hired and will be responsible for implementing a project to secure proper management and anonymization of personal data whenever required. All collected data will have a persistent identifier and will be retained in a secure database at PARTNER's computing facilities, a dedicated secure, internal-use only, repository for easy access by consortium partners, with highly restricted access.

Writing tips and good examples for the Implementation section

3. 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

- RIA (16 pages, 19 for lump sum), CSA (10 pages, 13 for lump sum)
- Restructure according to template:

3.1.1 Workplan

3.1.2 Timetable (Gantt chart)

3.1.3 Graphical representation of components (Pert chart)

3.1.4 Work packages

3.1.5 Deliverables and milestones

3.1.6 Risk management

3.1.7 Resources



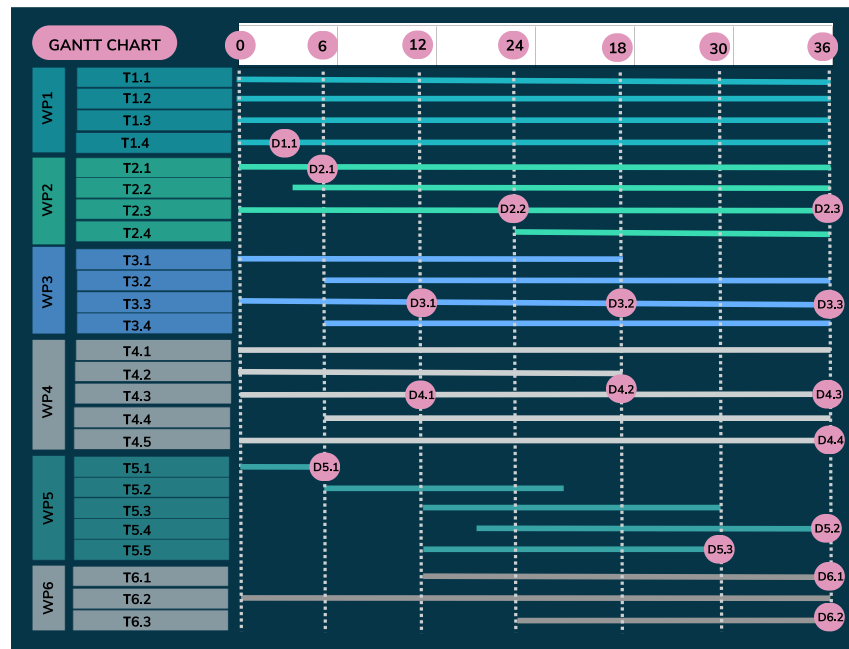
1 page max

3.1.1 Workplan

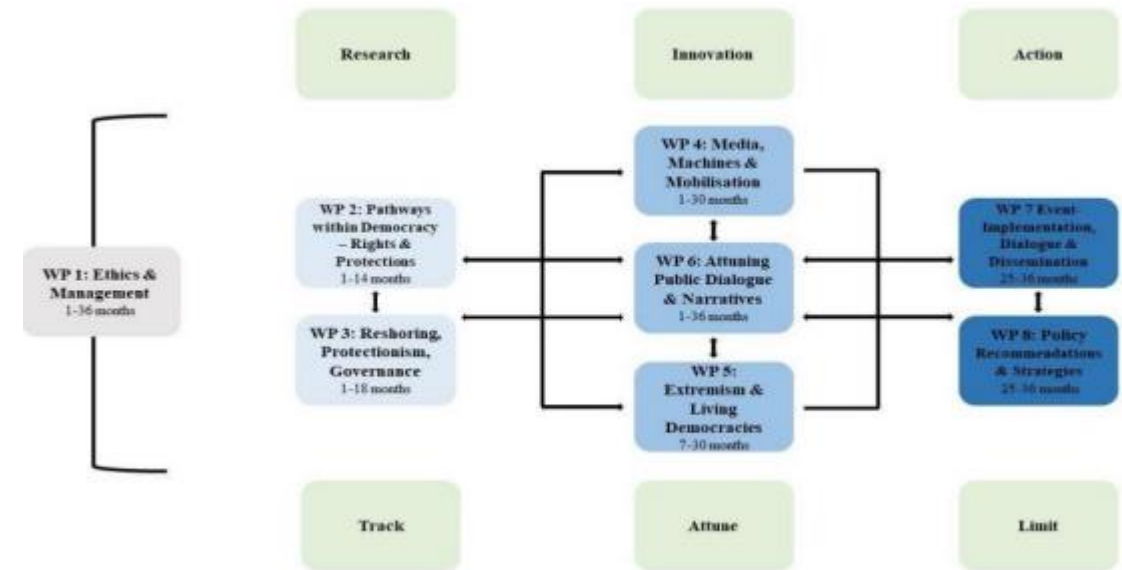
- Keep it short (~max 0,5 page)
 - Outline the main objective of each WP
 - Describe possible interlinks
- Potential Workplan for CL2-2024-TRANSFORMATIONS-01-01 (CSA):
 - WP1: Comparative Analysis of Member States
 - WP2: Tailored Interventions for Vulnerable Populations
 - WP3: Intersectional Analysis of Loneliness
 - WP4: Evidence-Based Policy Formulation
 - WP5: Technology-Enabled Monitoring and Public Engagement
 - WP6: DCE
 - WP7: Project Management

3.1.2 (Gantt) & 3.1.3 (Pert)

GANTT: Shows the duration of activities and dates of deliverables & milestones



PERT: Identifies the connections and dependencies of each WP



Source: Project OppAttune (GA No. 101095170)

3.1.4 Work packages

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

3.1.4 Workpackages

- For each WP first draft the objectives
- Objectives should be related with the Objectives of the project. Should already be mentioned in §1.1
- Description of work broken down in tasks
- Include partner roles.
- Not too many details & explanations:
 - Work plan has to be clean - just the description of the tasks.
 - No concepts – all the explanations, justifications etc. were in §1.2

Table 3.1b: Work package description

For each work package :

Work package number	
Work package title	

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

Objectives

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

- Deliverables are project outputs which are submitted to show project progress.
 - Keep them to a minimum for effectiveness & efficiency (2-3 per WP)
 - Consistent with the work performed
 - Timely scheduled. Avoid concentration in certain months e.g. near reporting periods
 - Do not forget the obligatory DMP and DEC Plans at M6
 - Unless something very sensitive prefer Dissemination level PU – public.

Table 3.1c: List of Deliverables¹

Only include deliverables that you consider essential for effective project monitoring.

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

3.1.5 Deliverables and Milestones

- **Milestones:**
 - Milestones are control points in the project that help to chart progress.
 - Use them only for major outputs in complicated projects.
 - Otherwise leave the section on milestones empty.
 - Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.
- **Means of verification examples**
 - Policy report published
 - Platform used by **50 users**
 - Community of Practice reached **100 members**
 - Software downloaded by 200 users

Table 3.1d: List of milestones

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

3.1.6 Risk management

- Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.
- Categories: Technical, Management, Demonstration/Validation, Business & Exploitation, Communication/Dissemination.
- In the “Proposed risk-mitigation measures” describe:
 - **Proactive measures:** How have you planned through activities / management & decision processes, etc. to minimise the risk.
 - **Reactive measures:** How you are planning to minimise the negative impact and react in case the risk is materialised.

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

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures
Non-performance of partners, delay in deliverables and/or low achievement of KPIs Probability: medium Impact: high	WP1	<p>Proactive measures: The Management Board sets actionable KPI targets on a regular basis (4 months at the launch of the project and then when procedures are known, every 6 months or depending on partner’s performance) both at Consortium level and Partner level. There are defined critical milestones for tracking and measuring periodically at proposal level the actual KPIs’ progress of Consortium and each Partner towards KPIs goals and spot any delay of critical deliverables.</p> <p>Reactive measures: Identification of delay causes and its impact and checking which partner(s) provoked that delay. The Coordinator will initiate frequent team meetings and prepare a catch-up plan with corrective actions and new deadlines to make sure that project will be back on track.</p>

Definition critical risk:

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

Level of likelihood to occur: Low/medium/high

The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.

Level of severity: Low/medium/high

The relative seriousness of the risk and the significance of its effect.

3.1.7 Resources

- All details / explanations in Tables 3.1.{f-j}
- For lump sum proposals also very detailed budget in excel format
- Rough budget breakdown:
 - ~ 7% for WP project management
 - ~10% for WP DEC
 - ~ 60% personnel costs
 - ~ 5% for travel costs
 - ~ 5-10% subcontracting (if necessary)
 - ~ 5-10% (other costs and purchases)
 - ~ 20-25% indirect costs

3.1.7 Resources

Table 3.1f: Summary of staff effort

Please indicate the number of person /months over the whole duration of the planned work , for each work packa for each participant. Identify the work-package leader for each WP by showing the relevant pers on-month figure , bold.

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

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

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

3.1.7 Resources

1/FORTH		
	Cost (€)	Justification
Travel and subsistence	94,600.00	WP:1 Participation of 2 persons in 3 project meetings, WP2: participation of 3 persons to conferences, 10 invited speakers to final conference, WP3: Travel and subsistence for 8 young researchers participating in summer schools (tickets, accommodation, subsistence for 10 days), (ii) 6 persons participating in staff exchanges (tickets , accommodation, subsistence for 10 days), and 6 persons participating in study visits (tickets, accommodation, subsistence for 3 days). WP4: Research managers participating in 12 staff exchanges (tickets, accommodation, subsistence for 5 days) and 10 study visits (tickets, accommodation, subsistence for 3 days)
Equipment	20,000.00	Equipment costs will cover the purchase of computers and associated equipment for processing and storage of data files (€7K), equipment for the recordings/stimulation and the NHP experimental set up (e.g. acquisition boards, headstages, filters, stimulation related devices, parts of primate chair) (€13K).
Other goods, works and services	190,000.00	Organisation of 1 project meeting (€5K), 1 final conference (€50K), publication fees (€10K), dissemination services – website, branding etc. (€10K), 14 training workshops (€50K), Consumables (€50K), 1 policy making workshop (€15K)
Remaining purchase costs (<15% of pers. Costs)		
Total	304,600.00	
2/TECNALIA		

3.1.7 Resources

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Please complete the table below for each participant that would like to declare costs under other costs categorie (e.g. internally invoiced goods and services), irrespective of the percentage of pers onnel costs .

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

Table 3.1j: 'In-kind contributions' provided by third parties

Participant Number/Short Name			
Third party name	Category	Cost (€)	Justification
<NAME>	Secoded personnel	22.404,00	Researcher working at XXXX's premises as an in-kind contribution from his employer, the YYYY, through a collaboration agreement , broad and not limited to the present project. He will be working in this project up to 3 person months.

3.2 Capacity of participants and consortium as a whole

- RIA (3 pages), CSA (3 pages)
- Restructure according to template:
 - 3.2.1 Consortium description
 - 3.2.2 Complementarity and roles per partner
 - 3.2.3 Industrial involvement for possible exploitation
(if applicable)
 - 3.2.4 Other countries and international organisations
(if applicable – special conditions for CSA)

3.2.1 Consortium description – 1,5 page

- Describe the consortium (0,5 page).
- How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge.

Project Objectives	Main Partners	Role / Discipline
<p>To maximize the outreach focusing on new talents, citizens engagement, funding agencies and business, policymakers and other relevant stakeholders</p>	<p>(WPX) Partners X, Y, Z</p>	<p>Partners X,Y,Z are poles of excellence science that will bring the prestige to attract new talents and promote brain exchange. The same partners have a wide experience with public engagement for research initiatives. For instance, open science practices related with in science communication and dissemination to the citizens and different stakeholders, including the production of science-based comics for citizens, participation in science awareness and organization of high-level events for advocacy and policymaking.</p>

3.2.2 Complementarity - 0,5 page

- 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?

Partner	Expertise / Discipline 1	Expertise / Discipline 2	Expertise / Discipline 3	Expertise / Discipline ..	Expertise / Discipline N	Main role in WPs
FORTH	++	+	++	+++		1,3,5

3.2.3 Industrial involvement for possible exploitation



- Describe the industrial/commercial involvement in the project to ensure exploitation of the results
- 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).

3.2.4 Other countries and international organisations



- RIA:
 - 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
 - NOT in {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.

3.2.4 Other countries and international organisations



- CSA:
 - for CSAs in Horizon Europe, **except when explicitly allowed in the topic**, any entity from a non-associated third country and International Organisations (other than International European Research Organisations) can only participate as Associated Partners.
 - There is no difference between entities established in low/middle income countries and developed countries
 - If topic does not include any specific condition related to non-associated third countries, **you do not need to include any information** on 'Other countries and international organisations in this section of the proposal.

Final comments

- Attention to the details
- Follow guidelines from template and give answer to all questions
- Use simple, easy to understand English:
- Use appealing visuals.
 - Readable font (not Arial Narrow)
 - Uniform text formatting
 - Use figures, tables, text boxes, colours
 - Ask the assistance of graphic designer

Teşekkür ederim!

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