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

IMS-1 Training

The Full Proposal Development Cycle for success in Horizon 2020 Step by step

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Turkey in Horizon 2020 phase II Training Coordinator

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“Death by Powerpoint”



- *This set of slides is the core material not only for my training on how to develop winning Horizon 2020 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 2020 proposal. No matter, if you are a novice or an expert in developing H2020 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 2020.*
- *This is the **reason of the large number of slides**, i.e. to have a detailed manual to consult consistently in the H2020 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 programmes that masters individuals in EU funding programmes and advances successful **proposal developers** across Europe
- **Active** in european funding industry since 1997 (**20+ years**)
- **EC** expert/evaluator since 2003 (**14+ years**)
- **Author** of the ebook “Learn from the Horizon 2020 champions” downloadable from www.NikolaosFloratos.com
- **Trained and coached hundreds** of organisations on exploiting successfully EU funds and advancing their sustainability
- Globally **recognised** as one of the **most influential** and **inspiring speakers** and **trainers** on Horizon 2020 with hundreds of speeches and trainings in 24+ countries including overseas **500+** linkedin recommendations and endorsements
- Organiser and host of the Horizon 2020 virtual summit (horizon2020summit.eu) with training sessions by 35 top experts in Horizon 2020 topics and 2500+ participants from 30 countries
- Engineer (B.Eng, BA and M.Sc) and MBA
- **Phd** Researcher in student **engagement** and **online courses**
- Business Angel and Member of European Business Angel network



Course Structure

Day 1

Session 1 and 2: B.U.N.D.L.E.R.[™] habits and H2020 Upcoming open calls

- To think and act like a champion in Horizon 2020 and Horizon Europe

Day 2

Session 3: Five Fingers Technique

- To recognize which proposals will fail and which ones will succeed in Horizon 2020
- To identify the most promising Horizon 2020 call topic according to your resources, experience and determination

Session 4: I.C.R.E.A.T.E.S.[™] Formula

- Step-by-step guidance on the full proposal development cycle

Session 4: C.R.I.T.E.R.I.A.[™] formula

- How to impress the evaluators with the general C.R.I.T.E.R.I.A.[™] formula

Session 4 – Group work (to choose one)

- Develop a great idea for your selected Horizon 2020 open call topic
- Prepare an Action Plan for connecting with key actors for a specific call topic
- Develop a call concept for your selected call topic
- Develop a proposal concept (summary) for a selected open call

Some Horizon 2020 facts

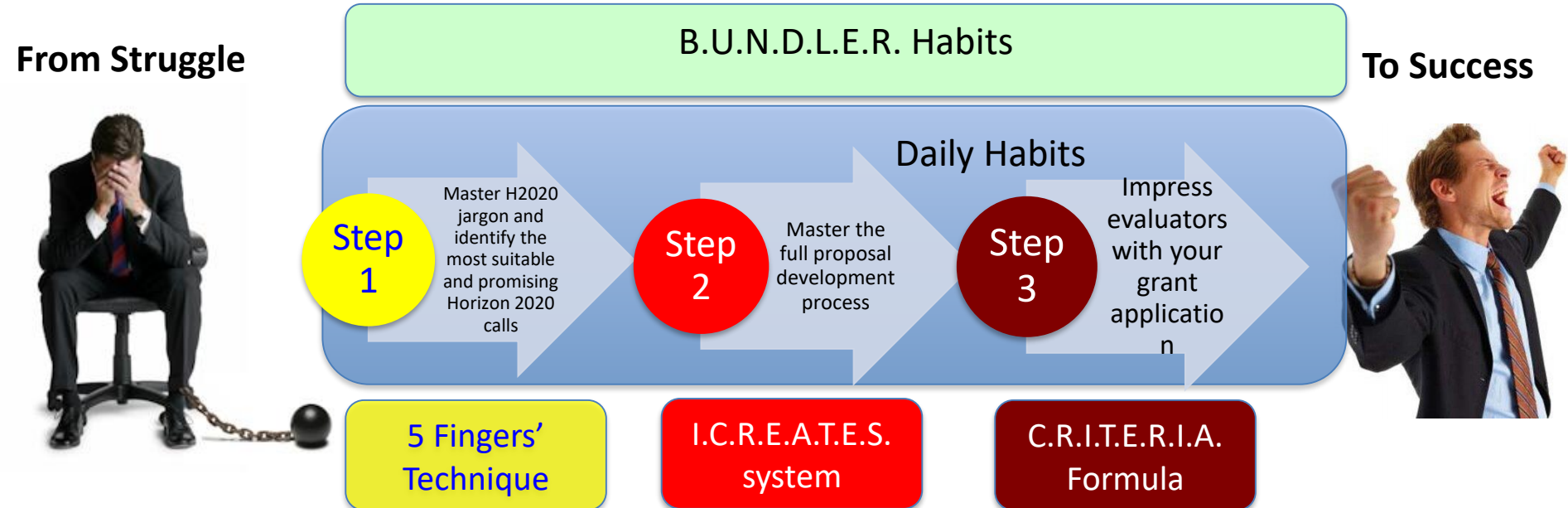
- 190867 eligible proposals have been submitted
- 23055 proposals were retained(awarded)
- Success rate:~12%

EC Data: 5 Apr 2019 – Horizon 2020 Dashboard

How experts develop winning H2020 grant applications

H2020 Funding Expert Transformation FET™ Formula

Horizon 2020 Funding Expert Transformation Recipe



Module 1

B.U.N.D.L.E.R. habits and H2020 open
call topics

To think and act like a leader in Horizon
2020/ Horizon Europe

B.U.N.D.L.E.R.TM Formula

B. [REDACTED] to Last!



B. Build to Last!



European funded projects in Horizon 2020 shall support the

- mission of your organisation/team and of the consortium
- _____ of your organisation/team and of the consortium

A school of silver fish, possibly sardines, swimming in clear blue water. The fish are silvery with a hint of blue on their sides. One fish is in sharp focus in the foreground, facing right, while the others are blurred in the background.

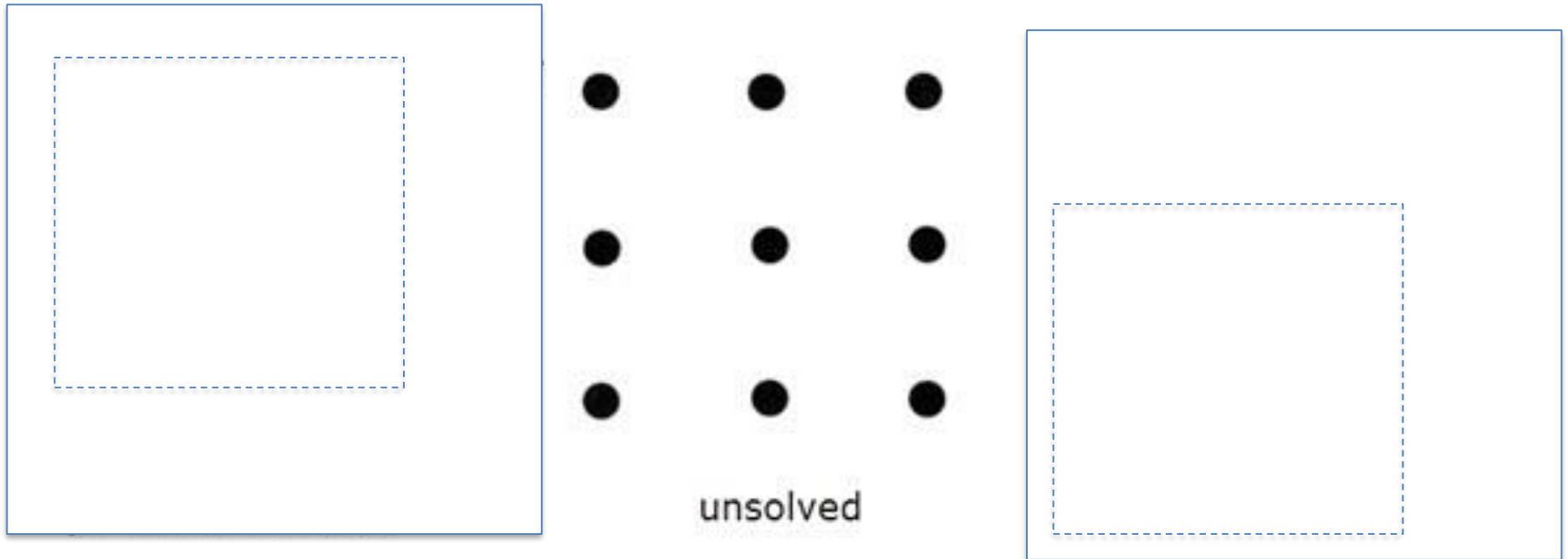
U. ████████ the Status Quo!

U. Upset the Status Quo!

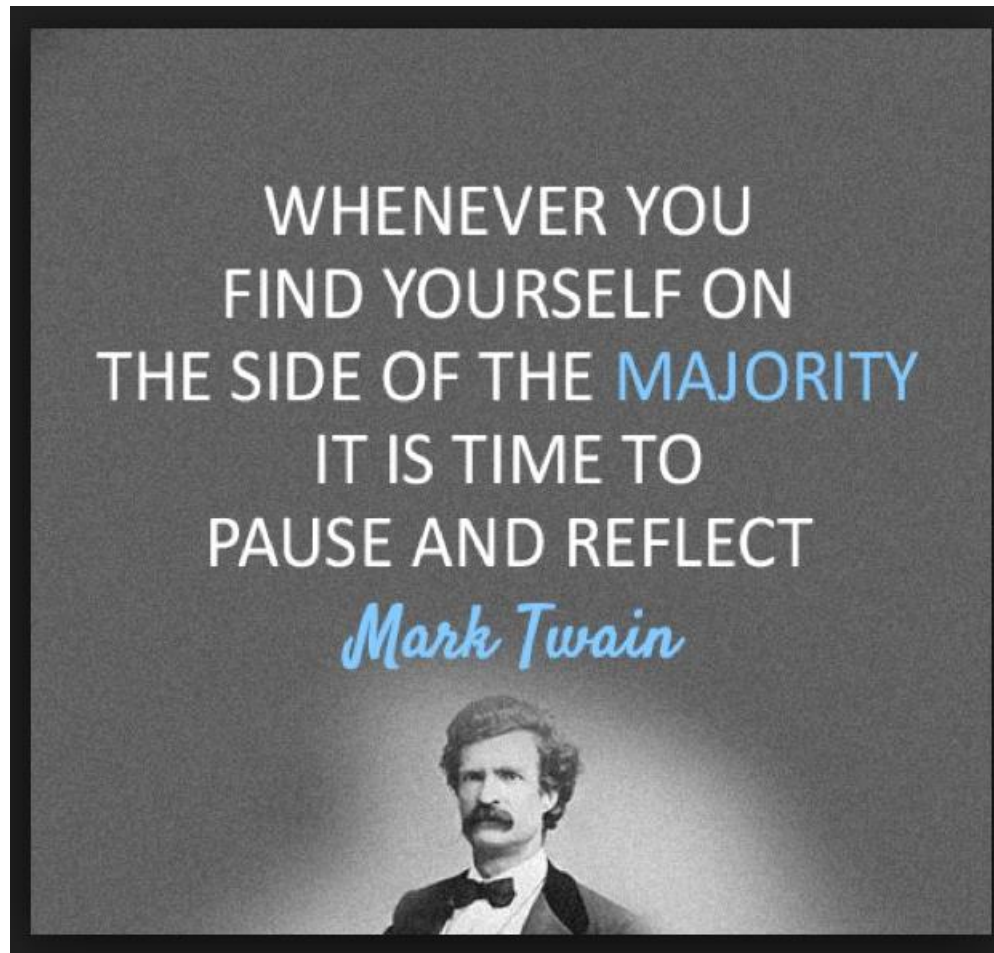


- You know the SMART objectives
 - Specific
 - Measurable
 - Achievable / Attainable
 - Realistic / Relevant
 - Time (in)
- They are not complete, since SMART objectives are not _ _ _ _ _
- Think outside the box

Think outside the box!



Best tip for creating your own Davids!



N. _____ Eat Alone!



N. Never Eat Alone!



Three meals in a weekday

- 2 meals with family, friends, old colleagues
- 1 meal with new colleagues, partners, clients, funders, experts, mentors, project managers, etc
- i.e. 260 meals in a year for sharing ideas, connecting, getting feedback, establishing partnerships
- What about coffee?
- Attend infoday events



D. Don't it, Don't Delay it!

Important points for establishing an effective team



A H2020 proposal team should consist of at least the following:

- _____ for leading the proposal writing, assessing the quality of contributions, receiving feedback and engaging competent partners
- **Proposal Writing Team** for writing the different proposal sections that should include an expert in the scientific part and an expert in Impact
- **Secretary** for all the administrative work (collecting admin info from all partners, completing admin forms and submitting the form online)
- **External Evaluator** to review and provide suggestions for improvement on the proposal idea, proposal summary and on the final draft



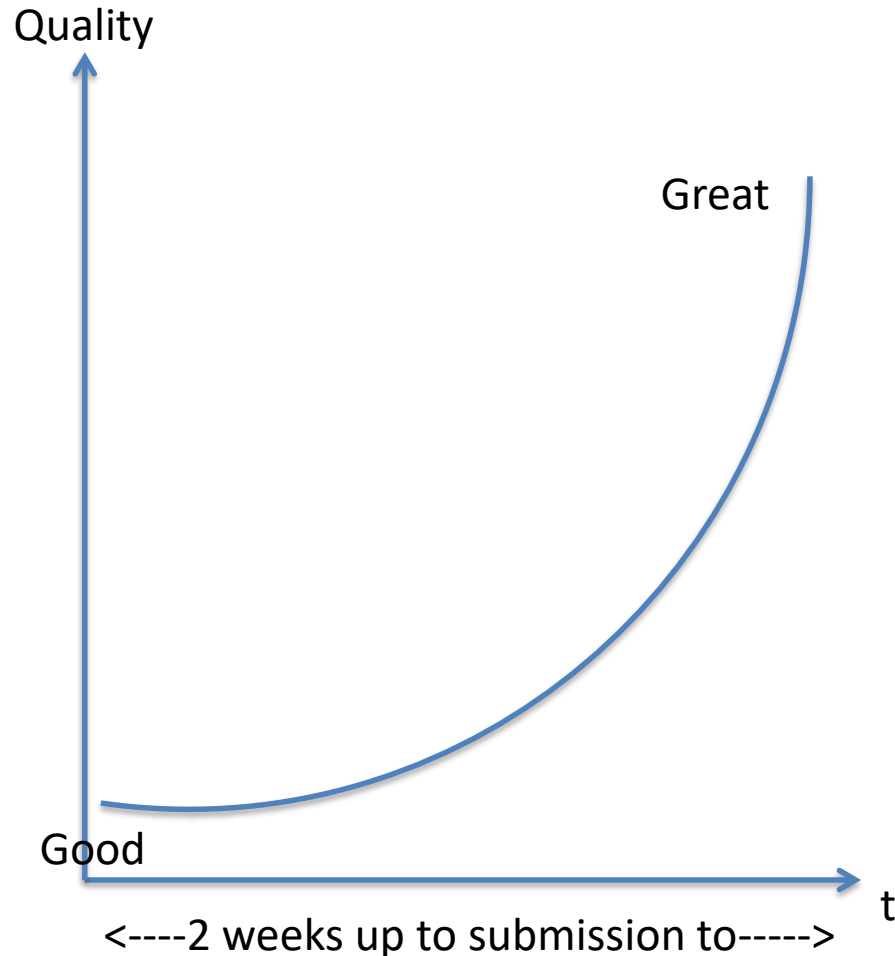
L.



Good into Great

Voltaire
Enlightenment Writer

Good is the Enemy of Great



Compromises in

1. Proposal Development Team
2. Networking and receiving feedback
3. Partnership
4. External Evaluation
5. Resources (Delegation)
6. Preparation Time
7. Accessing Resources and studies
8. Applying FET™ formula

E. [redacted] your "Axe"



E. Enhance your Axe!



The **Axe** is our _____ and our _____.

Both should always be sharp. Therefore,

- Attend events (info-days, study visits etc), and lunches with key-players for sharing and getting know-how
- Participate in outstanding training/coaching sessions (e.g. in developing grant applications, networking, presentation skills, management, etc
- “Read” non-fiction books and journals (e.g. in sales, marketing, innovation, negotiations, project management, influencing, presentation etc
- Meditate
- Sleep 7-8 hours daily
- Exercise 3 times a week
- 10k steps every day
- Avoid the three whites (sugar, flour, salt)
- Eat natural products
-

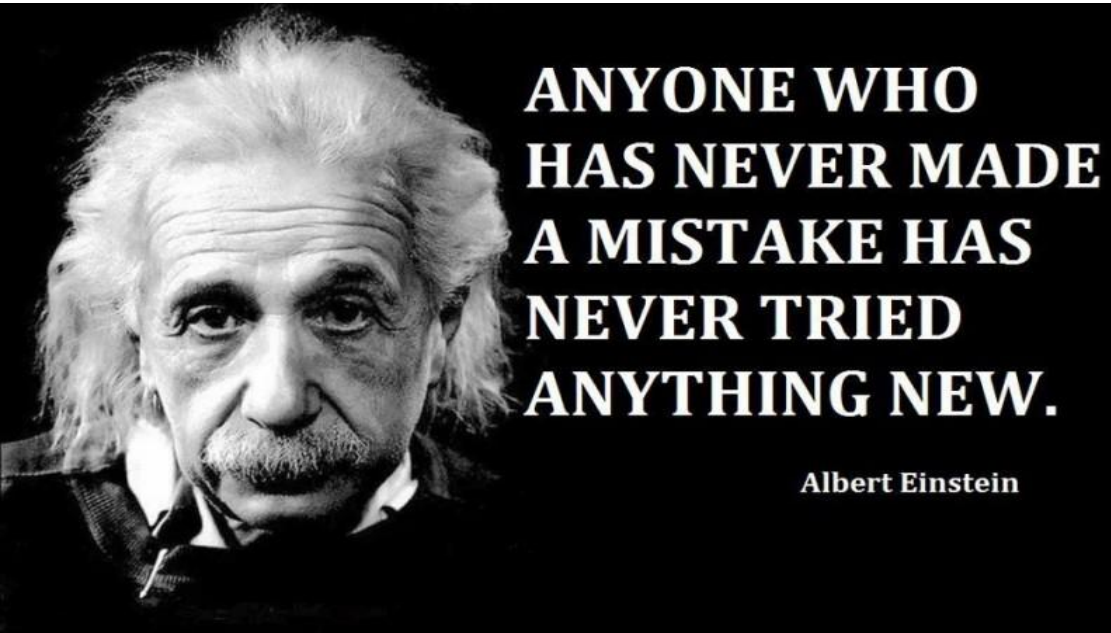
R. _____ - Recognise Mistakes as Learning Opportunities!

B.U.N.D.L.E.R.

**"I have not failed.
I've just found
10,000 ways that
won't work."**

~ Thomas Edison

R. Reflect on mistakes



We are learning from mistakes, therefore,

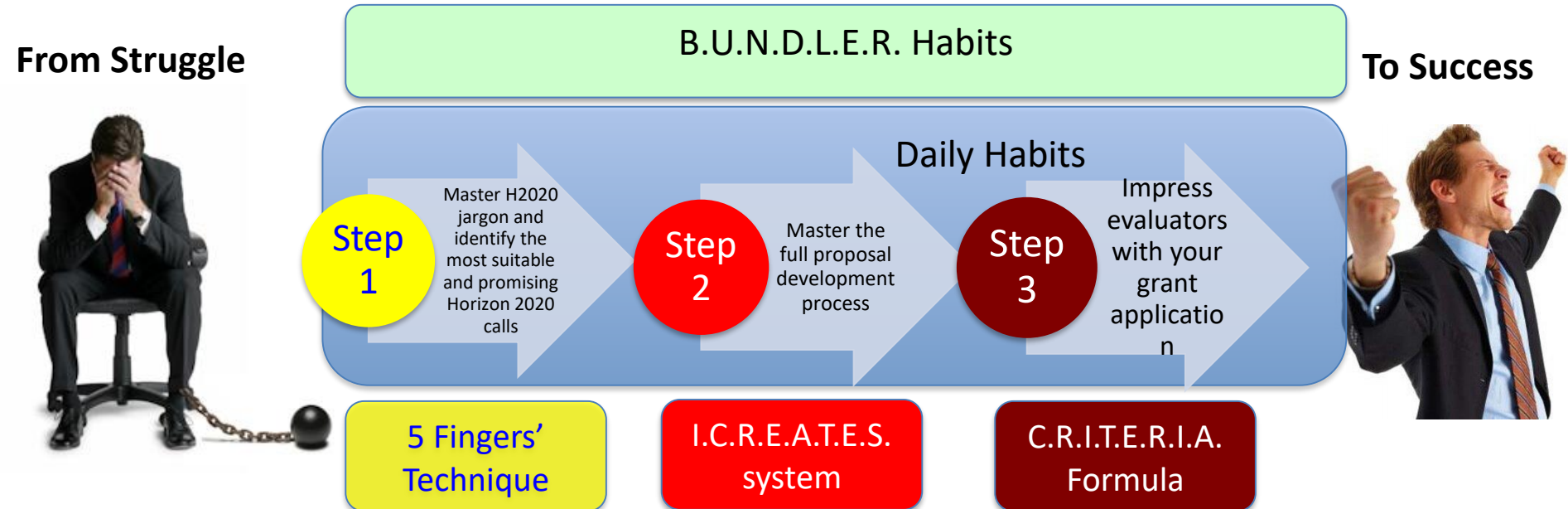
- Learn from your mistakes but equally importantly
- Learn from the mistakes of others

B.U.N.D.L.E.R.

Use the B.U.N.D.L.E.R.[™] tool to
create your daily action plan

Hands on Practice

Horizon 2020 Funding Expert Transformation Recipe



Master Horizon 2020 Jargon

Step 1

Clarifying the Horizon 2020 Key Components

Basic Concepts

Why Horizon 2020

Why Horizon 2020 Funding (its purpose) – Three Priorities

- Create **forefront (new and useful)** knowledge in Europe (e.g. see all three pillars in Horizon 2020)
- Advance **Growth** (e.g. see 2nd pillar in Horizon 2020: LEIT – Leadership in Emerging and Industrial Technologies)
- Improve of Citizens (e.g. see 3rd Pillar in Horizon 2020 – Societal Challenges)

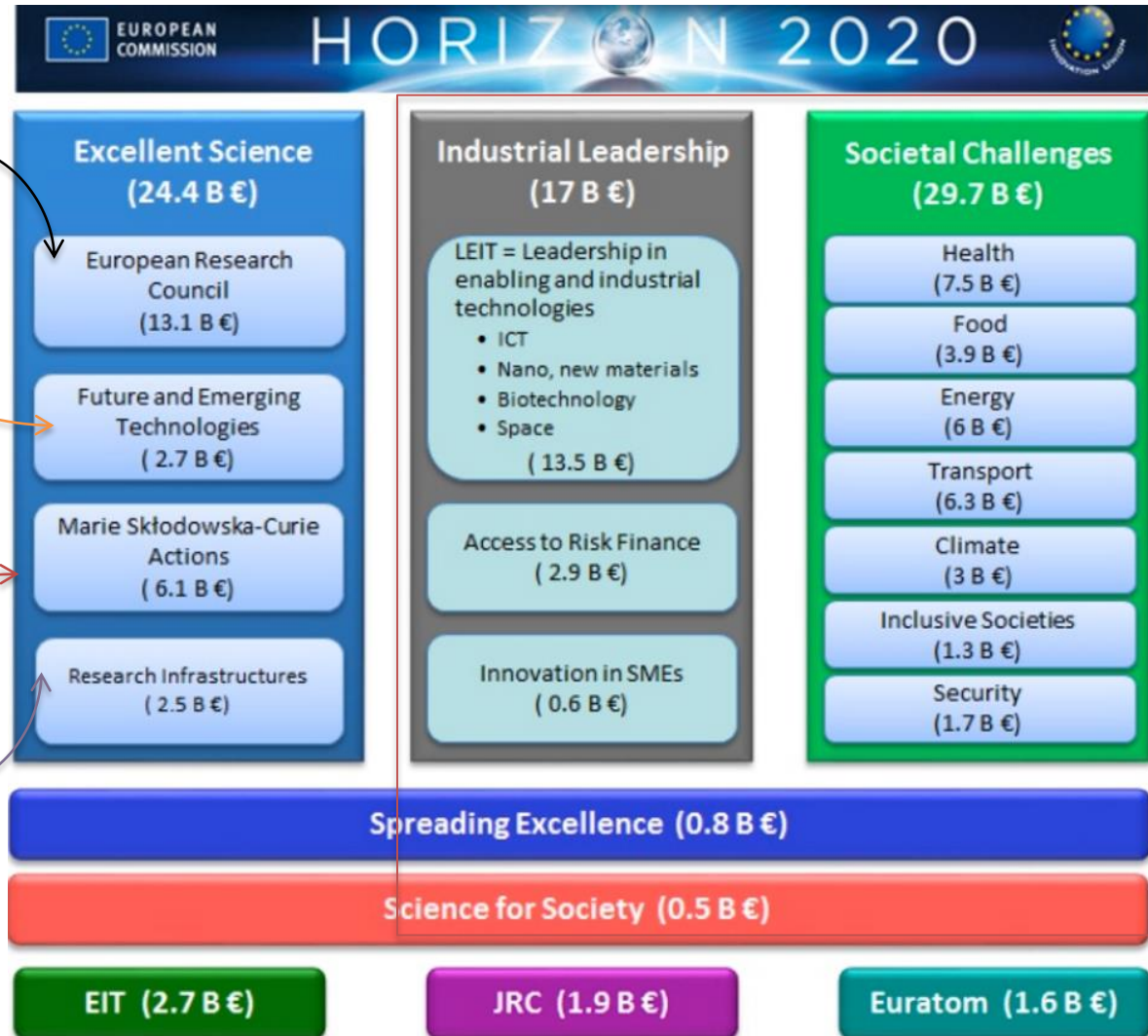
Frontier research
by individual
researchers
and/their teams

Scientific
collaboration on
radically new,
high-risk ideas

Research Training
& knowledge
exchange via
mobility of
researchers

Access to
infrastructures
for european
researchers for
conducting their
research

What Horizon 2020 Topics



Research
and
Innovation

Source: EC

What is Horizon 2020 starting point

2018-20

Main WP

1. Introduction 2018-20 >
2. Future and Emerging Technologies (FETs) 2018-20 >
3. Marie Skłodowska-Curie actions (MSCA) 2018-20 >
4. Research infrastructures (including e-Infrastructures) 2018-20 >
5. Introduction to Leadership in enabling and industrial technologies (LEITs) 2018-20 >
- 5i. Information and communication technologies (ICT) 2018-20 >
- 5ii. Nanotechnologies, advanced materials, advanced manufacturing and processing, biotechnology 2018-20 >
- 5iii. Space 2018-20 >
6. Access to risk finance 2018-20 >
7. Innovation in SMEs 2018-20 >
8. Health, demographic change and well-being 2018-20 >
9. Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy 2018-20 >
10. Secure, clean and efficient energy 2018-20 >
11. Smart, green and integrated transport 2018-20 >
12. Climate action, environment, resource efficiency and raw materials 2018-20 >
13. Europe in a changing world - inclusive, innovative and reflective societies 2018-20 >
14. Secure societies – protecting freedom and security of Europe and its citizens 2018-20 >
15. Spreading excellence and widening participation 2018-20 >
16. Science with and for society 2018-20 >
17. European Innovation Council (EIC) 2018-20 >
18. Dissemination, Exploitation and Evaluation 2018-20 >

General Annexes to the Main WP

- General Annexes 2018-20 >

European Research Council

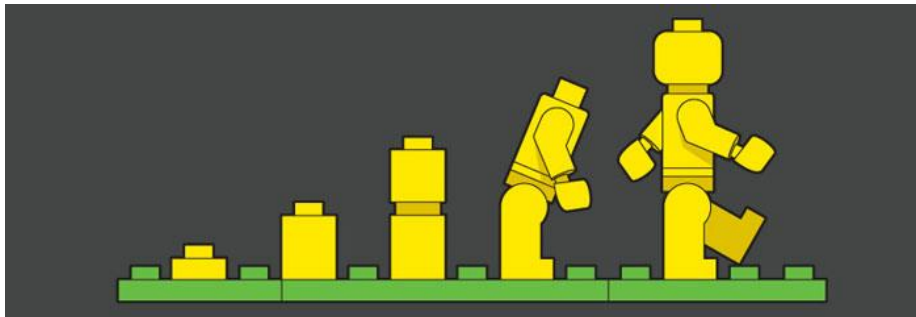
- ERC Work Programme 2018 >

Euratom

- Euratom Work Programme 2018-20 >

- Horizon 2020 _____ Documents
- <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents>

What is **Bottom-Up** or **Top-Down** call topic?



- Project ideas are either based on _____ call topics, i.e.
 - open and
 - proposer-driven
- or Project ideas are based on _____ call topics, i.e.:
 - Prescriptive by EC and
 - Impact driven

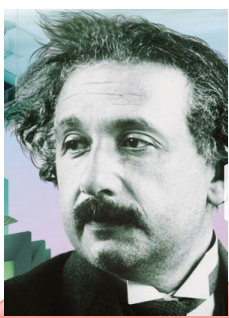
Top-Down & Bottom-Up approaches



Horizon 2020 Spectrum



Horizon 2020 Components Paradigm



Year 1905

Albert Einstein laid the foundations for understanding solar cells with his theoretical explanation of the photoelectric effect and proved that solar cells can convert sunlight into electricity

ER
C



Bell Laboratories

FET Open

RIA

Year 1954

The first solar cell is created in the US at Bell Labs. It had an energy conversion efficiency ~ 5%



Flisom
Flexible Solar Modules

IA

FTI

SMEi

Year 2018

ETH Zurich and Empa via the spin-off company Flisom produce flexible thin-film solar cells with energy conversion efficiency 20.4%



TRL 1: Basic Principles

TRL 2: Technology Formulation

TRL 3: First laboratory tests

TRL 4: System/Technology validated in lab

TRL 5: Technology validated in relevant environment

TRL 6: Technology demonstrated

TRL 7: Demonstrated system

TRL 8: System complete and qualified

TRL 9: Commercial system

Basic Research

Market

Navigating via the open call topics Presentation/Demonstration based on Top-Down calls

Day 2

Identify the most promising call topic for your group

Step 1

Identifying suitable calls

Example: Imagine...

- A professor at a university department for software development for cloud applications.
- He/she and his/her research group have experience on security including cybersecurity, access controls and cloud computing

Pre-select some potentially suitable
call topics to target

How to find the right call topic

- There are two ways:
 1. Option 1: Read the current 2018 – 2020 workprogramme (more than 200 pages) and look for topics related directly or indirectly to your expertise (available also at the reference documents)
 2. Option 2: Use the SEDIA – Funding & tender opportunities <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/h2020> for searching

Option 2: Use the SEDIA = Funding & tender opportunities for searching and finding the right call

European Commission | Funding & tender opportunities | Single Electronic Data Interchange Area (SEDIA)

Register | Login

SEARCH FUNDING & TENDERS | HOW TO PARTICIPATE | PROJECTS & RESULTS | WORK AS AN EXPERT | SUPPORT

Search funding & tenders

Funding updates

Archived funding (FP7-CIP)

select programme

clear filter

Type your Keywords or CPV code...

Match whole words only

☒ GRANTS ☐ TENDERS

Filter by submission status

☒ FORTHCOMING ☒ OPEN ☐ CLOSED

Filter by programme (only for grants)

H2020

Filter by programme part

Select a Programme part...

Filter by focus area

Select a Focus area...

Filter by cross-cutting priority

Select a Priority...

Funding and tenders

Sort by: ☒ opening date ☐ title ☐ ID ☐ deadline

262 results

Download all funding and tender opportunities to your calendar or subscribe to the RSS feed (unfiltered).

Online manual "Find a grant"

See all calls for tenders published by EC

Grant FutureEnginePrize-01-2016 H2020-FutureEnginePrize-2016

Types of action: Inducement Prize | Programme: Horizon 2020

Open for submission

Opening date: 20 April 2016

Deadline model: single-stage

Deadline date: 20 August 2019 17:00:00 Brussels time

Grant Horizon prize for CO2 reuse LCE-Prize-CO2Reuse-01-2016

Types of action: Inducement Prize | Programme: Horizon 2020

Open for submission

Opening date: 05 July 2016

Deadline model: single-stage

Deadline date: 03 April 2019 17:00:00 Brussels time

Grant Horizon prize for a Combined Heat and Power (CHP) Installation in a hospital using 100% Renewable Energy Sources LCE-Prize-RenewableHospital-01-2016

Types of action: Inducement Prize | Programme: Horizon 2020

Open for submission

Opening date: 05 July 2016

Deadline model: single-stage

Deadline date: 03 April 2019 17:00:00 Brussels time

Source:TH2020

Option 2: Use the SEDIA – Funding & tender opportunities for searching and finding the right call

The screenshot displays the SEDIA – Funding & tender opportunities website. The top navigation bar includes links for 'SEARCH FUNDING & TENDERS', 'HOW TO PARTICIPATE', 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', and 'SUPPORT'. The main header features the 'Horizon 2020 Framework Programme (H2020)' logo and a 'select programme' button.

The search results page shows 'Funding and tenders' with 5 results. The search criteria are 'Cloud' and 'GRANTS'. The submission status is filtered to 'OPEN'. The results list includes:

- Cloud Computing ICT-15-2019-2020**
Types of action: Research and Innovation action | Programme: Horizon 2020
Opening date: 16 October 2018
Deadline model: single-stage
Deadline date: 28 March 2019 17:00:00 Brussels time
- Pilot on using the European cloud infrastructure for public administrations DT-GOVERNANCE-12-2019-2020**
Types of action: Innovation action | Programme: Horizon 2020
Opening date: 06 November 2018
Deadline model: single-stage
Deadline date: 14 March 2019 17:00:00 Brussels time
- Transformative impact of disruptive technologies in public services DT-TRANSFORMATIONS-02-2018-2019-2020**
Types of action: Research and Innovation action | Programme: Horizon 2020
Opening date: 06 November 2018
Deadline model: single-stage
Deadline date: 14 March 2019 17:00:00 Brussels time

Source:TH2020

Identifying suitable calls via the SEDIA

The screenshot displays the SEDIA website interface. At the top, the European Commission logo and 'Funding & tender opportunities' are visible. The main navigation bar includes 'SEARCH FUNDING & TENDERS' (highlighted with a red box), 'HOW TO PARTICIPATE', 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', and 'SUPPORT'. Below this, the 'Horizon 2020 Framework Programme (H2020)' banner is shown.

On the left sidebar, the search filters are detailed: a search bar with 'security' (highlighted with a red box), a 'Match whole words only' checkbox, and radio buttons for 'GRANTS' (checked, highlighted with a red box) and 'TENDERS'. Under 'Filter by submission status', the 'OPEN' option is selected (highlighted with a red box). Under 'Filter by programme (only for grants)', 'H2020' is selected (highlighted with a red box). Other filters include 'Filter by programme part', 'Filter by focus area', and 'Filter by cross-cutting priority', each with a dropdown menu.

The main content area, titled 'Funding and tenders', shows '18 results' (highlighted with a red box). It includes a 'Sort by' section with options for 'opening date', 'title', 'ID', and 'deadline' (selected, highlighted with a red box). Below this, there are links to 'Download all funding and tender opportunities to your calendar or subscribe to the RSS feed (unfiltered)' and an 'Online manual "Find a grant"' button.

The results list displays three funding opportunities:

- Grant:** Copernicus evolution – Research activities in support of cross-cutting applications between Copernicus services LC-SPACE-04-EO-2019-2020. **Types of action:** Research and Innovation action | **Programme:** Horizon 2020. **Open for submission**. **Opening date:** 16 October 2018. **Deadline model:** single-stage. **Deadline date:** 12 March 2019 17:00:00 Brussels time. **Category:** Climate.
- Grant:** Pilot on using the European cloud infrastructure for public administrations DT-GOVERNANCE-12-2019-2020. **Types of action:** Innovation action | **Programme:** Horizon 2020. **Open for submission**. **Opening date:** 06 November 2018. **Deadline model:** single-stage. **Deadline date:** 14 March 2019 17:00:00 Brussels time. **Category:** Digitisation and transformation.
- Grant:** The impact of technological transformations on children and youth DT-TRANSFORMATIONS-07-2019. **Types of action:** Research and Innovation action **Types of action:** Coordination and support action | **Programme:** Horizon 2020. **Open for submission**. **Opening date:** 06 November 2018. **Deadline model:** single-stage. **Deadline date:** 14 March 2019 17:00:00 Brussels time. **Category:** Digitisation and transformation.

Source:TH2020

Results from the SEDIA

- In total around **23 open call topics** were found related to “security” or “cloud”
- We need to identify and focus on just one call topic
- Hence, apply ***Five Fingers Technique*** to each one for selecting the most promising call topic considering also your own profile and resources

Source:TH2020

Five fingers technique



Thumb - Why (Horizon 2020 call topic may interest me?)



Can it support potentially my mission?



Can it support potentially my _____

As long as you are feeling comfortable with the answers on the above checkpoints, then you proceed to the next finger

Note: You need to clarify in advance the mission (the current aim) and vision (your future aim) of your organisation/team

Five fingers technique



What is the PROFILE of the winning projects in previously related calls

1. Their size
2. Their synthesis
3. Their approach
4. Their ambition/expectations
5. ...

Can we develop or get involved in a proposal of similar

Size?

Synthesis?

Approach?

Ambition/expectations?

...

Five fingers technique

WHO?



Middle Finger - Who?

1. Who is eligible (Which organisations can participate?)
2. Who is involved in the formulation and implementation of the programme?
3. Who provides support on Horizon 2020 call topics?
4. Who is involved in suggesting funding priorities for each year?
5. Who is involved in the evaluation of submitted proposals, can we approach them for getting suggestions for improvement before submission?
6. Who was quite successful in previously related calls mainly (but not exclusively) as Coordinator

Hence,



Can we identify and approach individuals from bullet 2, 3, 4, 5 and 6?

Make sure you are able to have “lunch” with

- **EC officials and Horizon 2020 National Contact Points:**
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp>
- **Horizon 2020 Advisory Groups Members:**
<http://ec.europa.eu/programmes/horizon2020/en/experts>
- **Horizon 2020 experts:** <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents#h2020-expertslists>
- **Industrial Policy Sectors:**
https://ec.europa.eu/growth/sectors_en
- **Horizon 2020 Champions:**
<https://cordis.europa.eu/projects/en>

Five fingers technique

Ring Finger – How many/much?



1. **Official Success Rate**= no. of proposals funded/no. of proposals submitted
2. **Actual Success Rate**: no. of proposals funded/no. of proposals > the threshold
3. **Number of expected funded projects** (indicatively) = Total budget of call topic/ Average grant per project
4. The total **mark** the last in the rank funded proposal received in the previous related call

Hence,



Are you are feeling comfortable with the above 4 numbers

Tip



National Contact Points could support you to collect the necessary data for the ring finger's technique applicable for your topic of interest/call of proposal

Ring Fingers' Technique Example based on proposals submitted in 2018 calls in SC3: Secure, Clean and Efficient Energy

Topic	No. of proposals submitted	No. of proposals above threshold >10 or >12 for EE-1 and EE-6	Actual Success Rate	No. proposals funded	Official Success Rate	Final Score of last in the ranking proposal funded
Smart and clean energy for consumers						
LC-SC3-EC-1-2018-2019-2020: The role of consumers in changing the market through informed decision and collective actions	10	3	30,00%	2	20%	11/15
LC-SC3-EC-2-2018-2019-2020: Mitigating household energy <u>povert</u>	20	4	20,00%	2	10%	12,5/15
Energy efficiency						
LC-SC3-EE-1-2018-2019-2020: <u>Decarbonisation</u> of the EU building stock: innovative approaches and affordable solutions changing the market for buildings renovation	24	5	20,83%	2	8,3%	13/15
LC-SC3-EE-2-2018-2019: Integrated home renovation services	15	8	53,33%	4	26%	12/15
LC-SC3-EE-5-2018-2019-2020: Next-generation of Energy Performance Assessment and Certification	9	5	55,56%	2	22%	14,5/15
Energy efficient industry and services						
LC-SC3-EE-6-2018-2019-2020: Business case for industrial waste heat/cold recovery	14	4	28,57%	2	14%	13,5/15
LC-SC3-EE-8-2018-2019: Capacity building <u>programmes</u> to support implementation of <u>energy</u> audits	21	8	38,10%	4	19%	11,5/15
Energy efficiency is an investment						
LC-SC3-EE-9-2018-2019: Innovative financing for energy efficiency investments	11	6	54,55%	3	27%	12,5/15
LC-SC3-EE-10-2018-2019-2020: Mainstreaming energy efficiency finance	10	4	40,00%	4	40%	10,5/15
LC-SC3-EE-11-2018-2019-2020: Aggregation Project Development Assistance	11	7	63,64%	6	54%	11/15
Energy efficiency is an energy source						
LC-SC3-EE-13-2018-2019-2020: Enabling next-generation of smart energy services <u>valorising</u> energy efficiency and flexibility at demand-side as energy resource	12	5	41,67%	2	16,6%	12/15
LC-SC3-EE-14-2018-2019-2020: Socio-economic research <u>conceptualising</u> and <u>modelling</u> energy efficiency and energy demand	9	6	66,67%	2	22%	11/15
LC-SC3-EE-15-2018: New energy label driving and boosting innovation in products energy efficiency	3	2	66,67%	2	66,67%	13/15
LC-SC3-EE-16-2018-2019-2020: Supporting public authorities to implement the Energy Union	20	12	60,00%	4	20%	11,5/15

Five fingers technique

Little Finger – When?



✓ When is the upcoming submission deadline?

Normally, you need to start working on your proposal at the latest 3 months before the submission deadline.

🚦 Are you feeling comfortable with the available days before the submission deadline?

Note



- In order to ensure that participants remain **unbiased** during the training, a **closed call topic** has been selected as an example for training purposes
- In **coaching** and **practical** sessions, **5 Fingers Technique** is used by **each participant** for selecting their most promising call topic that is currently **open**

Outcome of 5 Fingers' technique

- “DS-2-2014: Access Control” seems to fit best the experience, profile, resources and ambition of our research group
- The call is for “Innovation Actions”
- Funding between €3m and €8m EURO

The next steps are now:

1. Analyse the text, breaking it down to the main Elements
2. Group these elements into workpackages
3. Identify profiles of the other partners you will need to team up with

Main sections in an H2020 call topic

HORIZON 2020 – WORK PROGRAMME 2014-2015

Secure societies – Protecting freedom and security of Europe and its citizens

DS-2-2014: Access Control

Specific challenge: Security includes granting access only to the people that are entitled to it. Currently the most widespread approach relies on passwords. Managing the passwords has its limits and poses a challenge to the user, which adds vulnerabilities. Common practice is to use the same or similar password, which increases significantly the risk should the password be broken.

Scope: The focus is on the development and testing of usable, economic and privacy preserving access control platforms based on the use of biometrics, smart cards, or other devices. The solutions are to be installed and tested in a broad-band network, giving access to smart services running over networks with state-of-the-art security, avoiding single points of failure. Proposed work should include the management of the access rights in particular for the service providers, ensure the security and privacy of the databases, facilitate a timely breach notification and remediation to the user, and reduce the insider threat.

The proposed solutions have to guarantee interoperability and portability between systems and services, sparing the user to have to install a platform, service or country specific technology.

Proposed work could assist the objective of implementing a secure information sharing network.

The Commission considers that proposals requesting a contribution from the EU of between €3m and €8m EURO would allow this topic to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

Proposals have to address the specific needs of the end-user, private and public security end user alike. Proposals are encouraged to include public security end-users and/or private end users.

Expected impact: Actions supported under this objective will deliver secure, but user-friendly, access to ICT systems, services and infrastructures, resulting in a consumerisation of devices for access control. The level of security of online services and critical infrastructures protected by these access systems should be demonstrably higher than by the state-of-the-art approach. The proposed solutions are expected to support the creation of commercial services making use of electronic identification and authentication.

Type of action: Innovation actions

The conditions related to this topic are provided at the end of this call and in the General



The Scope

The focus is on the development and testing of usable, economic and privacy preserving access control platforms based on the use of biometrics, smart cards, or other devices.

The solutions are to be installed and tested in a broad-band network, giving access to smart services running over networks with state-of-the-art security, avoiding single points of failure.

Proposed work should include the management of the access rights in particular for the service providers, ensure the security and privacy of the databases, facilitate a timely breach notification and remediation to the user, and reduce the insider threat.

The proposed solutions have to guarantee interoperability and portability between systems and services, sparing the user to have to install a platform, service or country specific technology.

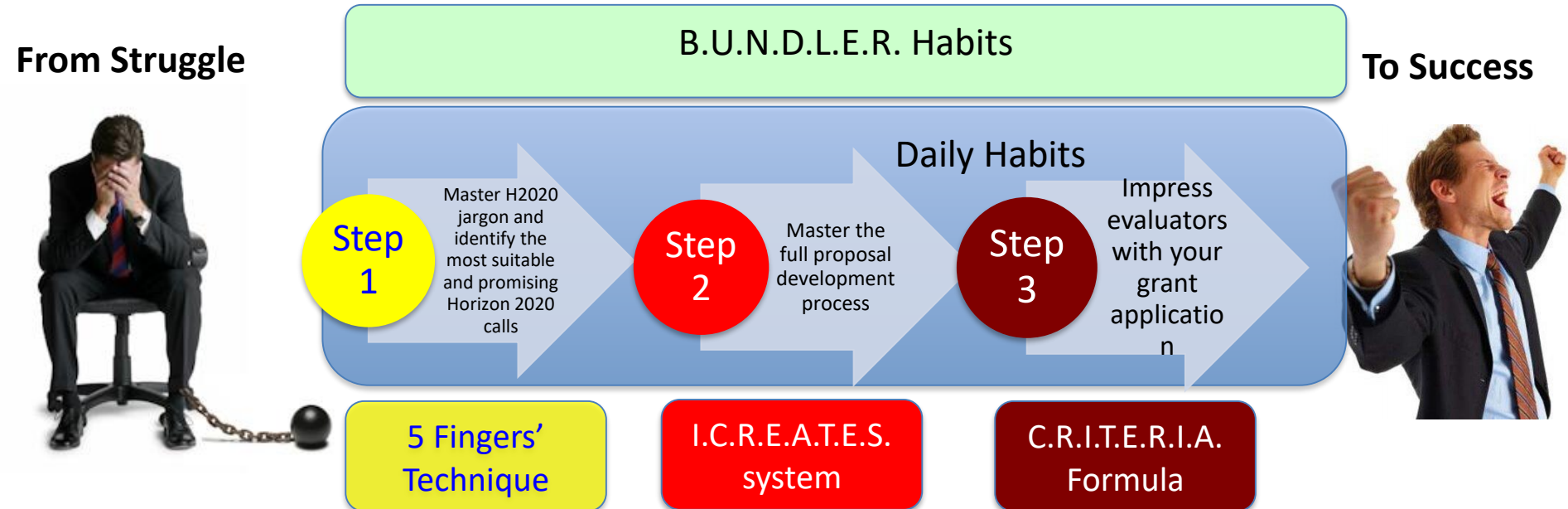
Proposed work could assist the objective of implementing a secure information sharing network.

How to use the “Expected Info” section in a call topic

Expected Impact:

- Actions supported under this objective will deliver secure, but user-friendly, access to ICT systems, services and infrastructures, resulting in a consumerisation of devices or access control.
- The level of security of online services and critical infrastructures protected by these access systems should be demonstratably higher than by the state-of-the-art approach.
- The proposed solutions are expected to support the creation of commercial services making use of electronic identification and authentication.

Horizon 2020 Funding Expert Transformation Recipe



Module 2

**Master the full Proposal Development
cycle based on the I.C.R.E.A.T.E.S.
formula**

Step 2

The I. Element from the I.C.R.E.A.T.E.S. System

The I. Element from the I.C.R.E.A.T.E.S. System

Winning proposals and successful projects start with an I. _____ that supports the following 7 principles

1. Mission of your organisation/client
2. Vision of your organisation/client
3. Creation of forefront (new and useful) knowledge
4. Growth in Europe
5. Quality of life of citizens in Europe
6. Call topic Priorities/Challenges
7. Call topic expected impacts

How to create innovative ideas for your Horizon 2020 proposal

Is brainstorming dead?

_____, because it lacks

- Focus
- preparation and investigation in advance
- Objectivity, (it encourages Biases)
- Fixed duration
- Ranking on ideas produced
- Further actions on the top ideas

5Ps

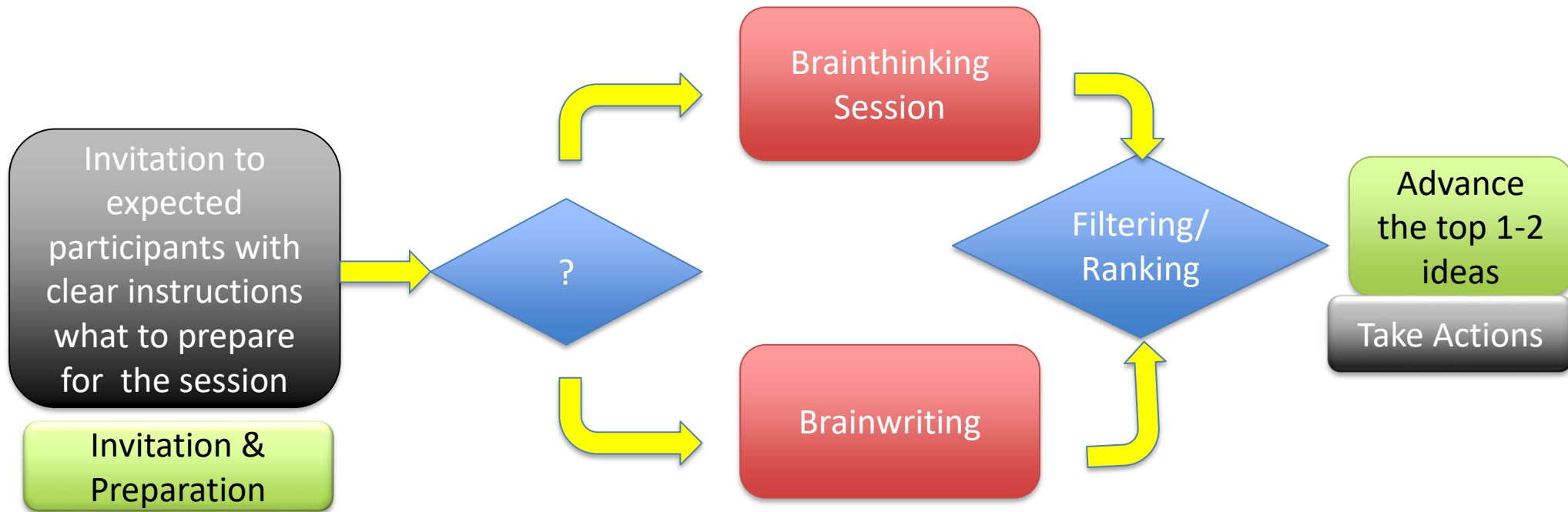
Proper Preparation Prevents Poor Performance

- Participants should not be requested to produce innovative ideas on the spot
- Fully aware with
 - mission and vision of your organisation
 - 3 universal funding priorities (i.e. create forefront knowledge, support growth, improve quality of life of EU citizens)
 - focus area (funding domain)
- the group session with 3 draft ideas

Two Types of Group Sessions for creating ideas

- Brainthinking or brainstorming (brainstorming) session
- Brainwriting group session (635 technique)
 - 6 participants
 - 3 ideas
 - 5 minutes
 - Repeat each round until all initial ideas have been further revised/improved (6 rounds in total)

Innovation Idea development process



Ranking Process same for both methods

- Group and merge ideas and If too many ideas use sticky dots for filtering
- Powerful tip for evaluating: Allow marks from 1-10 but NOT _____



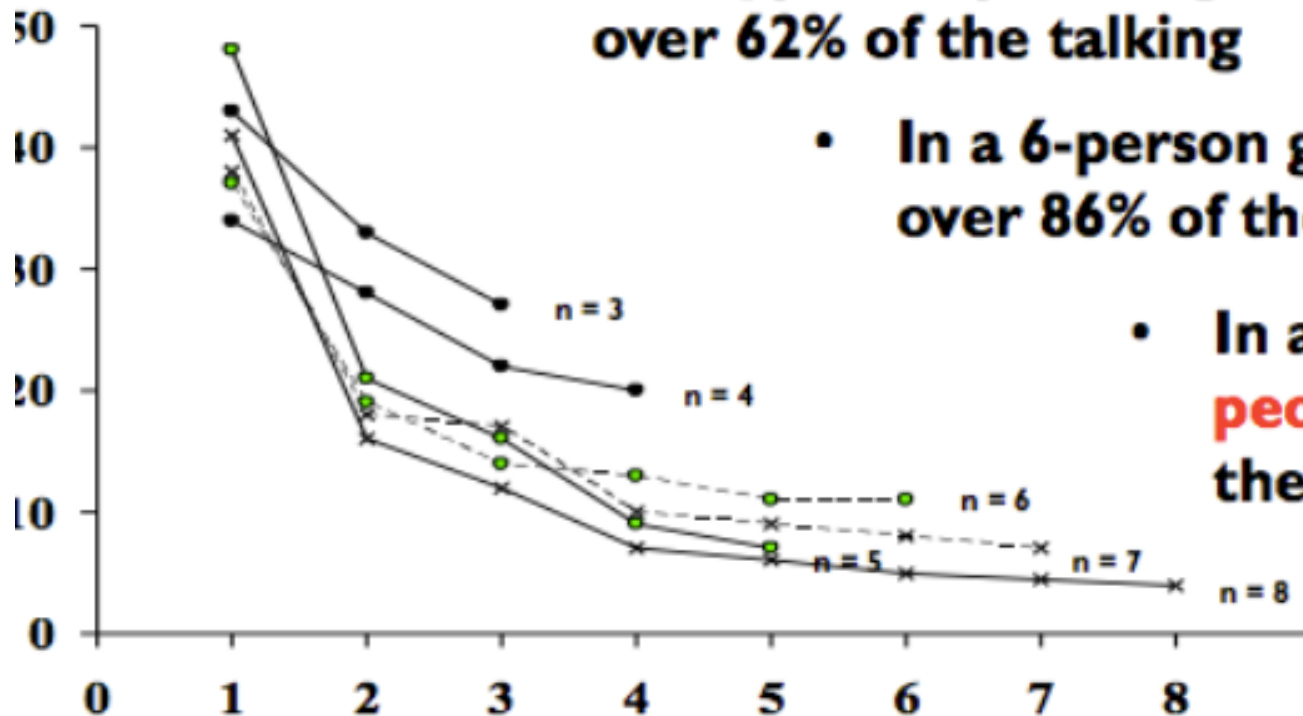
	Idea 1	...	Idea N
Our mission	5	5	
Our vision	5	5	
Forefront knowledge	3	3	
Growth, Jobs	4	3	
Quality of life	4	4	
Expected Impacts	3	3	
Call challenges	3	4	
TOTAL	27	27	

OR

1. Mark with marks from 1 min to 5 max and min threshold 3
2. Prioritise specific criteria and rank accordingly

Why each participant should have 3 ideas prepared in advance

- In a typical 4-person group, **2 people** do over 62% of the talking
- In a 6-person group, **3 people** do over 86% of the talking
- In an 8-person group, **3 people** do over 77% of the talking



Source: Shaw, M. E. Group dynamics: The psychology of small group behavior, 3rd Edition. New York: McGraw-Hill

Tips for better creative sessions!



- ✓ *Make sure that all participants are coming prepared for the sessions*
- ✓ *Consider all ideas*
- ✓ *Make sure that time allocated is respected and up to 1.5-2 hours. Endorse the Parkinson Law,*
- ✓ ***FILTER, GROUP, RANK!!***

The **C**. Element from the I.**C**.R.E.A.T.E.S. System

The **C.** Element from the I.**C.**R.E.A.T.E.S. System

C. _____

- **Input** to Connections is our idea (3-4 sentences) that we have internally validated.
- **Output** is twofold
 - To externally validate the idea
 - To identify which topic is the most suitable for co-funding your idea under Horizon 2020

The C. Element from the I.C.R.E.A.T.E.S. System

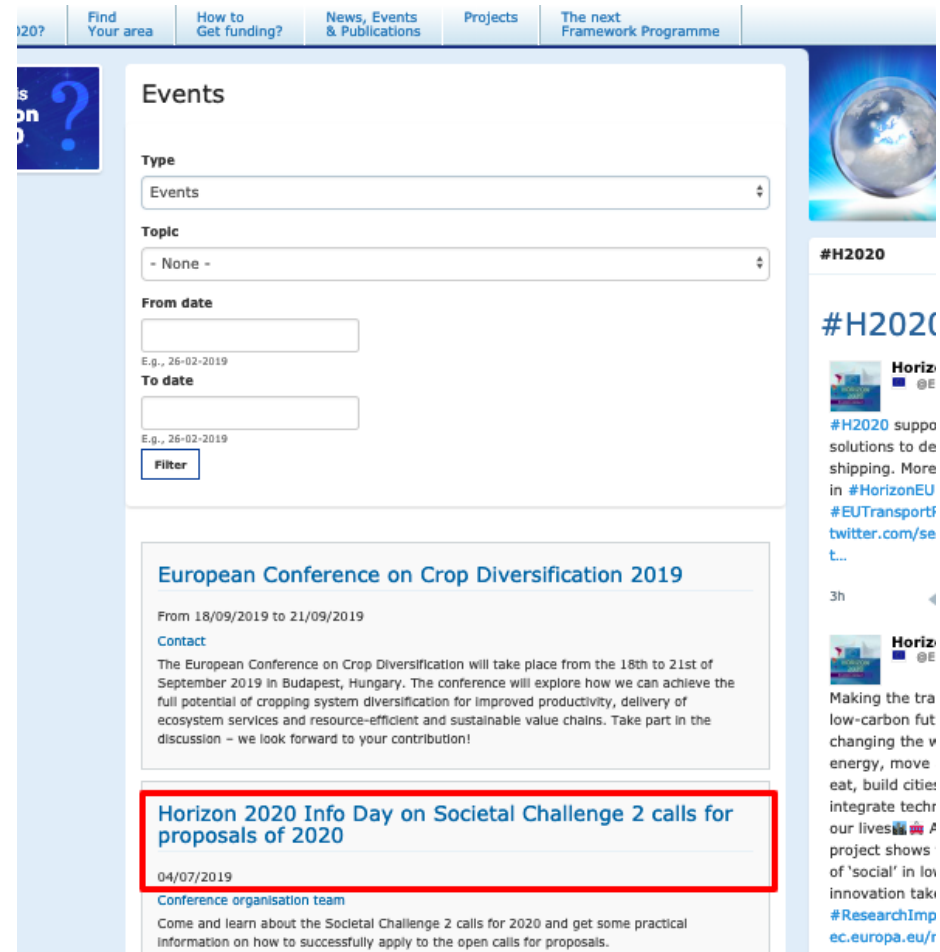
Whom to connect with:

- **EC officials and Horizon 2020 National Contact Points:**
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp>
- **Horizon 2020 Advisory Groups Members:**
<http://ec.europa.eu/programmes/horizon2020/en/experts>
- **Horizon 2020 experts:** <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents#h2020-expertslists>
- **Industrial Policy Sectors:**
https://ec.europa.eu/growth/sectors_en
- **Horizon 2020 Champions:** <https://cordis.europa.eu/projects/en>

The C. Element from the I.C.R.E.A.T.E.S. System

C. Connections

- Where to Connect
 - Contacts on one-to-one basis
 - At infoday/brokerage events, check latest events at <https://ec.europa.eu/programmes/horizon2020/en/newsroom/573/>



The screenshot displays the 'Events' section of the Horizon 2020 website. The navigation bar at the top includes links for 'Find Your area', 'How to Get funding?', 'News, Events & Publications', 'Projects', and 'The next Framework Programme'. The 'Events' section features a search filter with 'Events' selected under 'Type' and '- None -' under 'Topic'. Below the filter are input fields for 'From date' and 'To date', both with example dates of '26-02-2019', and a 'Filter' button. The event list shows two events: 'European Conference on Crop Diversification 2019' and 'Horizon 2020 Info Day on Societal Challenge 2 calls for proposals of 2020'. The latter event is highlighted with a red box, showing its date as '04/07/2019' and a brief description: 'Come and learn about the Societal Challenge 2 calls for 2020 and get some practical information on how to successfully apply to the open calls for proposals.'

Tip!



The main idea here is to receive some external feedback e.g. on

- *The excellence of your innovation (e.g. What makes it distinct and essential at least at european level)*
- *Feedback on barriers to go global*
- *Clarifications on terms/concepts used in reference material of the workprogramme*

Remember these tips for better connections!



- ✓ *Never go to to events unprepared. Check who else is attending and identify the ones you wish to connect*
- ✓ *Avoid using your mobile phone during the event breaks. Exploit breaks for connecting*
- ✓ *Be confident and show openness (smile, shoulders back). Enjoy it!*
- ✓ *If possible, organise an event about Horizon 2020 and invite officials and experts to present, then arrange a lunch with them*
- ✓ *Ask someone from your network (e.g. NCPs) to introduce you to experts, EC officials from their network*

Apply the following actions for better connections!



- ✓ *Approach an individual always with a real compliment but only based on the following structure*
 - ✓ *Give a compliment on something actual, i.e. on the presentation just given as such*
 - ✓ *I liked your presentation/profile and especially because ...*
 - ✓ *Then ask the following:*
 1. *Could I have just one minute of your time?*
 2. *This is our proposal idea, do you think it is attractive under this call?*
 3. *What else would you suggest that I must consider?*

N.B. The above applies also in any offline communication also, e.g. Via email.

The **R**. Element from the I.C.R.E.A.T.E.S. System

The **R.** Element from the I.C.R.E.A.T.E.S. System

R. Read and in specific **study** the reference material related to the identified Horizon 2020 topic from the previous step and in specific

1. Horizon 2020 Workprogramme
2. Guide for submission and proposal evaluation
3. An outlook on the application template
4. Material from infoday events (presentation slides, referenced documents and links in the slides)
5. Outlook on Showcased previously projects funded (from CORDIS) and especially those that may be referenced in the infoday slides as good examples so far
6. Frequently Asked Questions (SOS!) by participants on Horizon 2020
7. Frequently Asked Questions (SOS) for Horizon 2020 evaluators 2020

The **R.** Element from the I.C.R.E.A.T.E.S. System

The output of the _____ action/step should be one sheet of paper (both sides printed) with the following information:

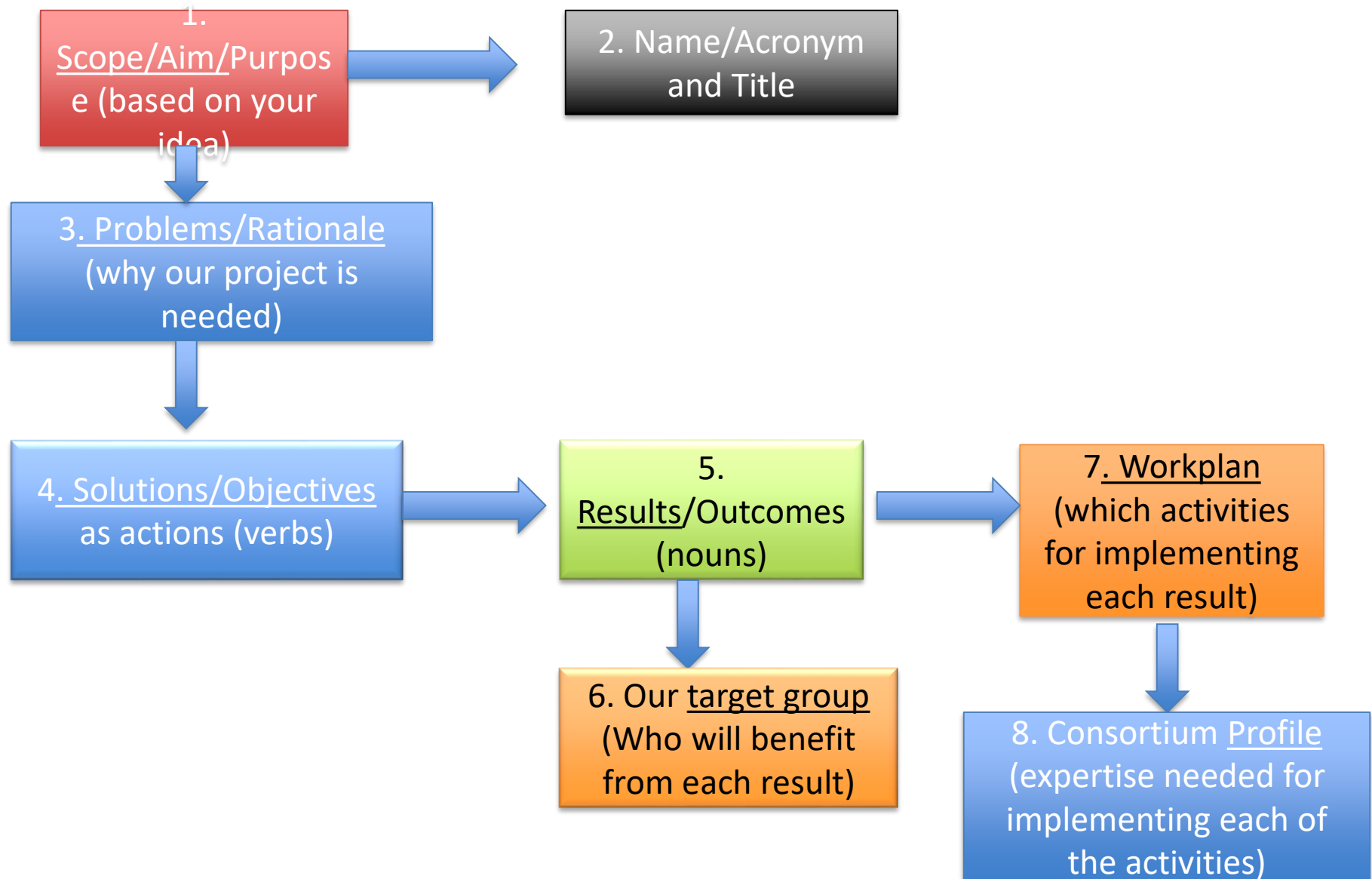
- Scope of topic
- Priorities to be funded
- Eligibility Criteria
- Submission Deadline
- Evaluation Criteria
- Previously projects funded similar to your project idea
- Financials - Call budget/indicative Proposal Budget
- Success Rates
- _____ details of EC, NCP representatives and/or an expert to provide you further feedback

The **E.** Element from the I.C.R.**E.**A.T.E.S. System

The **E.** Element from the I.C.R.**E.**A.T.E.S. System

- **E.** _____ the essentials of your proposal idea and approach in 3-3.5 pages summary as shown in the next slide:
- Output of this step is the **proposal summary**

Proposal Summary Structure



How to build sections in your proposal summary based on the call topic description

Use the “Expected Impacts” section in a call topic for identifying problems

We highlight and focus on outputs/benefits:

Expected Impact:

- Actions supported under this objective will deliver secure, but userfriendly, access to ICT systems, services and infrastructures, resulting in a **consumerisation** of devices or access control.
- The level of **security of online services and critical infrastructures** protected by these access systems should be **demonstratably higher** than by the state-of-the-art approach.
- The proposed solutions are expected to **support the creation of commercial services** making use of electronic identification and authentication.

Tip!



The analysis of the expected impacts will direct us to the initial problems that our proposal should deal with. e.g.

- 1. consumerisation of devices or access control -> **Fragmentation or low protection in accessing cloud based services***
- 2. Security of online services demonstratably higher than the state-of-the-art->**Current security of online services is weak***
- 3. Creation of commercial services ->**Most of commercial services do not use reliable if at all electronic identification and authentication***

These problems will be analysed thoroughly at the PPO/Proposal Summary

Build a draft workplan for the Proposal
Summary and identify the needed
expertise based on the call topic
description

The Scope (Refocused)

WP1: Design,

Development,

Validation of biometric
access device

We focus on action verbs and their objects

The focus is on the **development and testing** of usable, economic and privacy preserving **access control platforms** based on the use of **biometrics, smart cards, or other devices**.

WP2: Testing of access

to smart services in

The solutions are to be installed and **tested in a broad network**, giving **access to smart services** running over network environment-of-the-art security, avoiding single points of failure.

WP3: Algorithms for

Access rights

management

Proposed work should include the **management of the access rights in particular for the service providers**, ensure the **security and privacy of the databases**, facilitate a **timely breach notification** and remediation to the user, and reduce the insider threat.

WP4: Secure Cloud

Databases

The proposed solutions have to guarantee **interoperability and portability** between systems and services, sparing the user to have to install a platform, service or country specific technology.

WP5: Interoperability

Proposed work could assist the objective of implementing a **secure information sharing network**.

WP6: Application

scenarios and Business

Plan

Workpackage outline structure (provisional) to consider for PPO/proposal summary

- WP1: Design, Development, Validation of biometric access device
- WP2: Testing of access to smart services in close to operation environment
- WP3: Algorithms for Access rights management
- WP4: Secure Cloud Databases
- WP5: Interoperability
- WP6: Application scenarios and Business Plan

Profiles & Expertise needed, to be used in PPO, Summary

WP1: Design,
Development,
Validation of biometric
access device

1. Research institutes/Universities with expertise biometrics for designing and validating access devices and ICT companies with expertise in developing biometric systems

WP2: Testing of access
to smart services in
close to operation
environment

2. Online payment services (e.g. banking/credit card, paypal platform(s) as testbeds as well as other smart service provider (e.g. online booking systems, etc)

WP3: Algorithms for
Access rights
management

3. Research Institutes/Universities with expertise in access rights management and algorithms

WP4: Secure Cloud
Databases

4. Cloud providers and ICT companies with experience on cloud and secure systems

WP5: Interoperability

5. Various cloud service providers with different smart services for integrating seamlessly their services

WP6: Application
scenarios and Business
Plan

6. A company with expertise on Innovation and Exploitation management

N.B: Also, an organisation with expertise in coordinating such project
Plus an organisation (preferred EU policy advisor) expert in communication

Proposal Summary Uses

A great proposal summary (max 3-3.5 pages) is your main tool for

- Receiving fruitful feedback on your project
- Engaging competent partners (if applicable/necessary)
- Including supporters and funders (e.g. getting Letters of Support from Key Stakeholders)
- A great foundation for a great proposal
- Engaging resources for developing further the proposal

The **A.** Element from the I.C.R.E.**A.T.E.S.** System

The **A.** Element from the I.C.R.E.A.T.E.S. System

- A. At competent partners (direct and indirect ones)
- Direct Partners are the ones responsible for implementing the proposed solution and sign the contract with the EC for receiving also the Horizon 2020 grant
 - Indirect partners are mainly stakeholders that have strong interest in your innovation and they will provide related letters of support/interest
 - They don't sign the contract but can participate at your advisory board

Tips!



- ✓ *Your proposal should include letter(s) of support from indirect partners that to confirm a strong interest in your underlying innovation*
- ✓ *Indirect partners do not participate formally in the consortium but they can be part of your _____ in the project*

The **A.** Element from the I.C.R.E.**A.T.E.S.** System

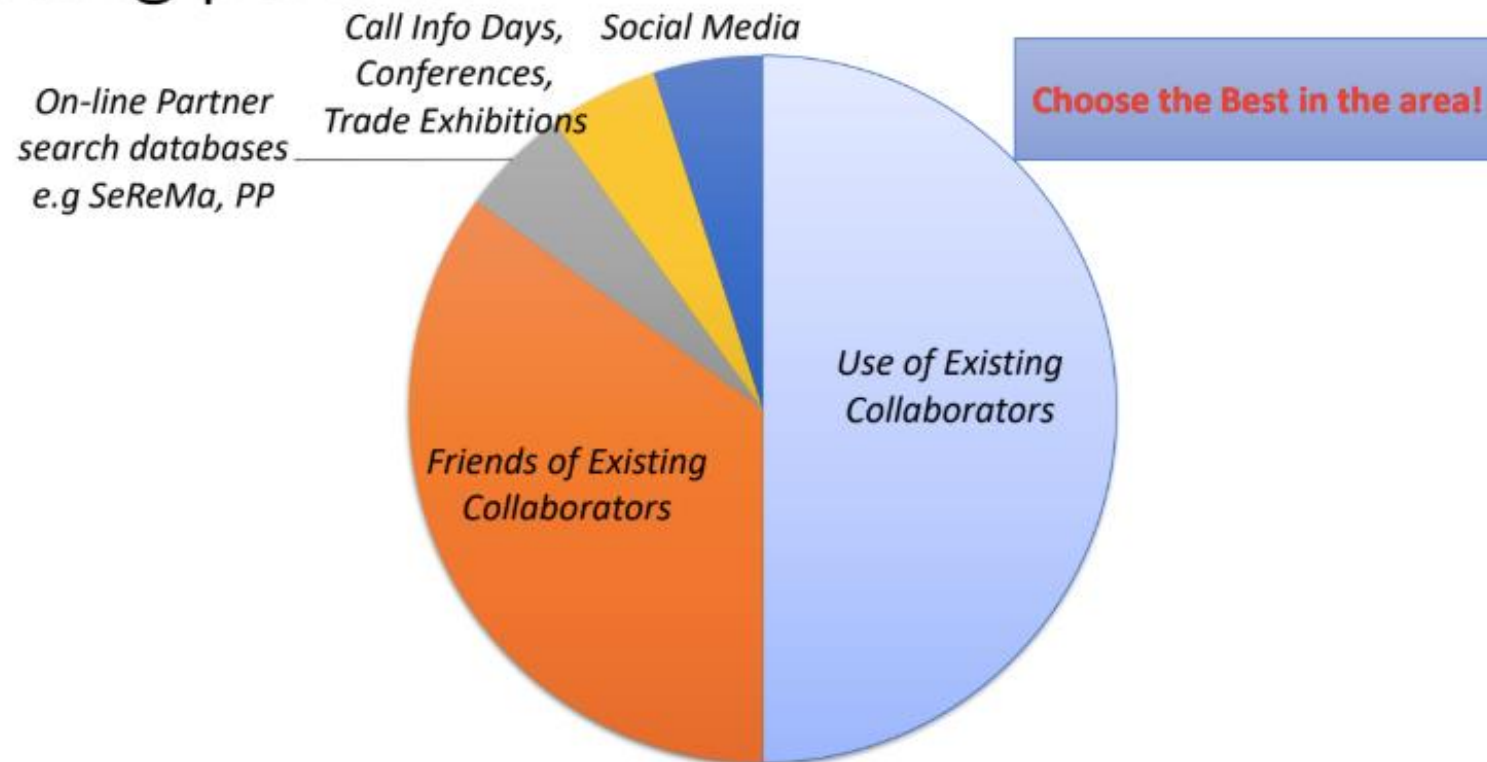
A. _____ competent consortium

B. Sources for competent direct and indirect partners

- Your own network
- Partner Search Facilities
- Related events (infodays/brokerage events)
- Social Media (related Linkedin and Facebook groups) – SOS if exploited properly
- Compendia/Summaries of previously funded projects!!! - (SOS)

Partners' Sources

Finding partners



The **A.** Element from the I.C.R.E.A.T.E.S. System

A. Attract competent partners via an online !

- Information to be requested
 1. Contact details and PIC number
 2. Expected Role
 3. Related Experience (plus 5 related publications and projects, any patents, prizes)
 4. Average _____ cost
 5. Capability (check) to provide Letters of Support (LoS) from stakeholders
 6. Possibility (check) to involve your organisation in similar proposal initiatives
 7. Capability (check) to contribute in the proposal writing

Tip: Apply filtering mechanisms, i.e. give priorities to competent partners with prizes and achievements related to their role, as well as on those offering to become part of the proposal writing team and/or include your organisation in similar initiatives.

The T. Element from the I.C.R.E.A.T.E.S. System

The T. Element from the I.C.R.E.A.T.E.S. System

T. _____ an empty application form into a great and winning proposal

- The high quality of the proposal content and approach will be enhanced with the C.R.I.T.E.R.I.A. formula

General C.R.I.T.E.R.I.A.TM Formula

- C.
- R.
- I.
- T.
- E.
- R.
- I.
- A.

The **E.** Element from the I.C.R.E.A.T.**E.**S. System

The **E**. Element from the I.C.R.E.A.T.**E**.S. System

E. _____ the final draft by an external, i.e. someone that hasn't been involved in the preparation of the proposal

- Possible candidates:
 - A colleague
 - An external expert
- **Output:** The final proposal ready to be submitted

Tip!



Evaluation feedback should be critical and based on

- How convincing the proposal is against each subsection criterion
- On weaknesses on the approach based on the text provided
- Evaluation can also take place earlier on the proposal summary and/or on the proposal idea

The **S.** Element from the I.C.R.E.A.T.E.**S.** System

The **S.** Element from the I.C.R.E.A.T.E.S. System

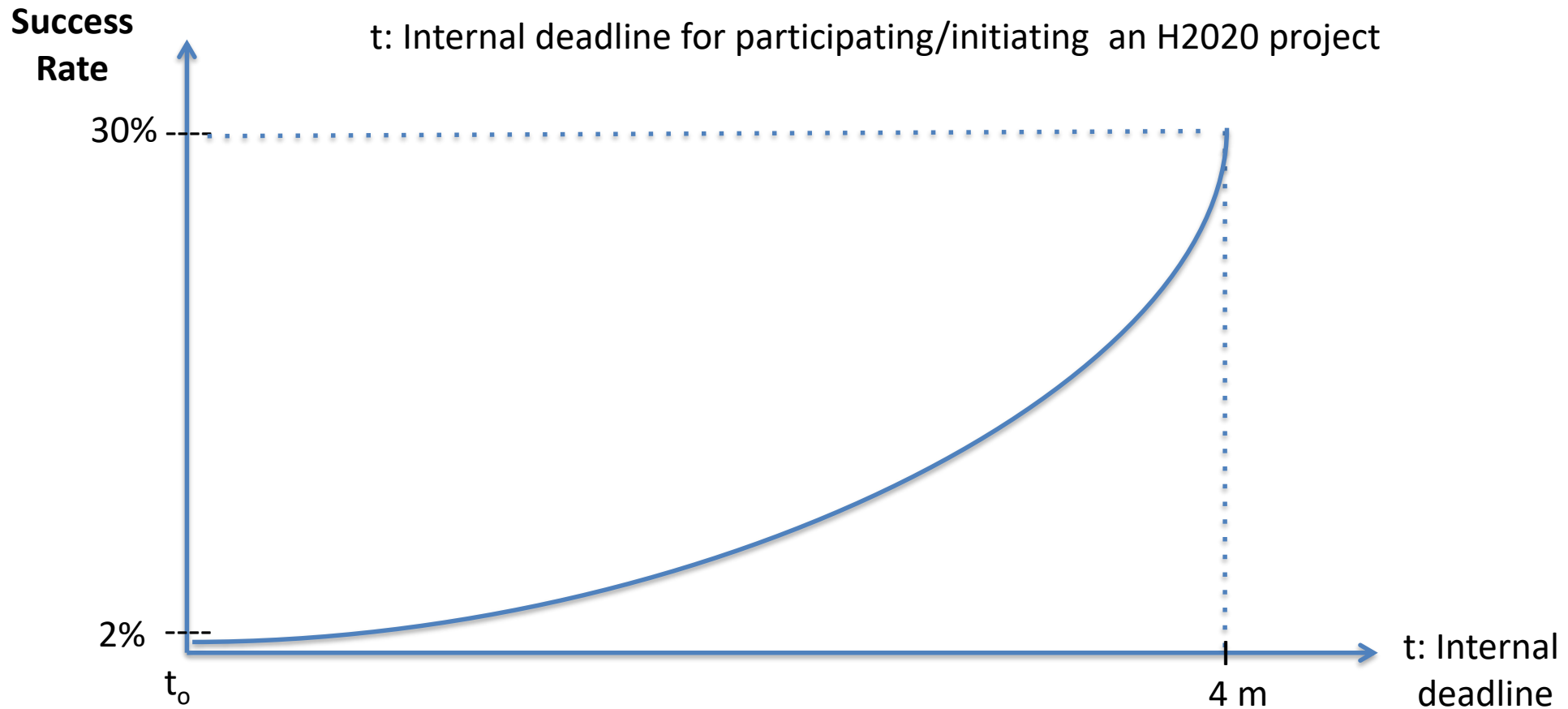
S. _____ the final proposal

- Send a thank you message to all partners
- Tidy-up your office and e-folders
- Last but not least – _____ with your team!

I.C.R.E.A.T.E.S. Timeline (thumb rule)



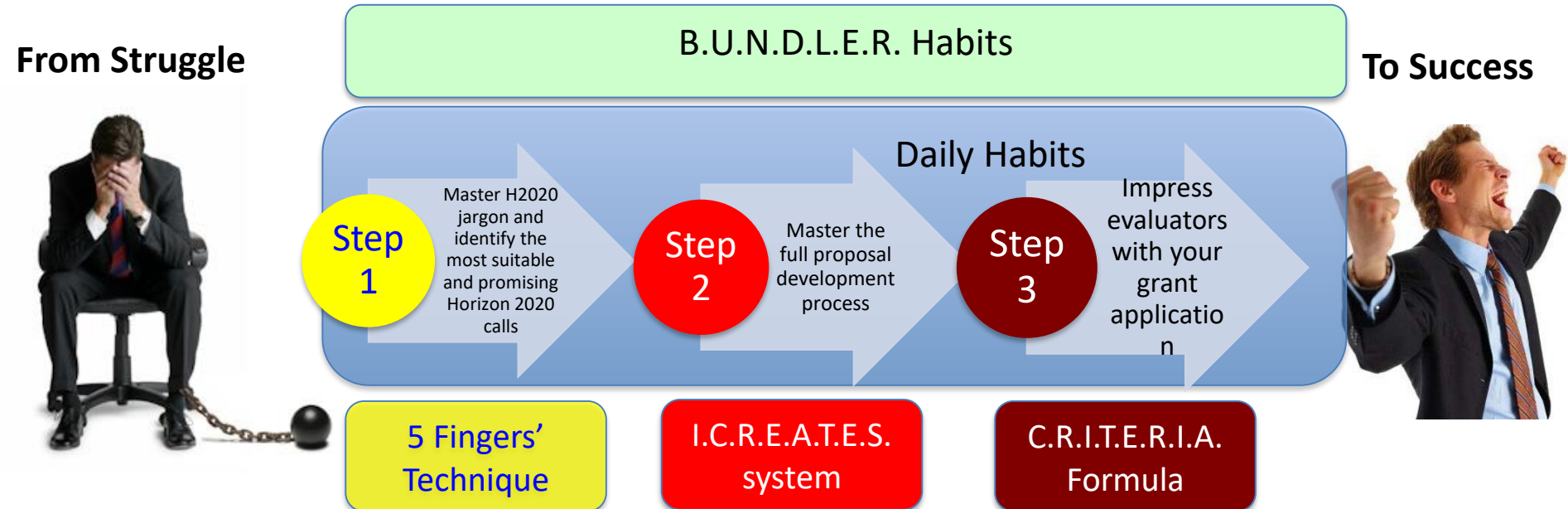
Internal deadline for participating/initiating an H2020 project vs Success rate



t_0 : Submission deadline/Internal deadline

Source: EARMA conference 2017

Horizon 2020 Funding Expert Transformation Recipe



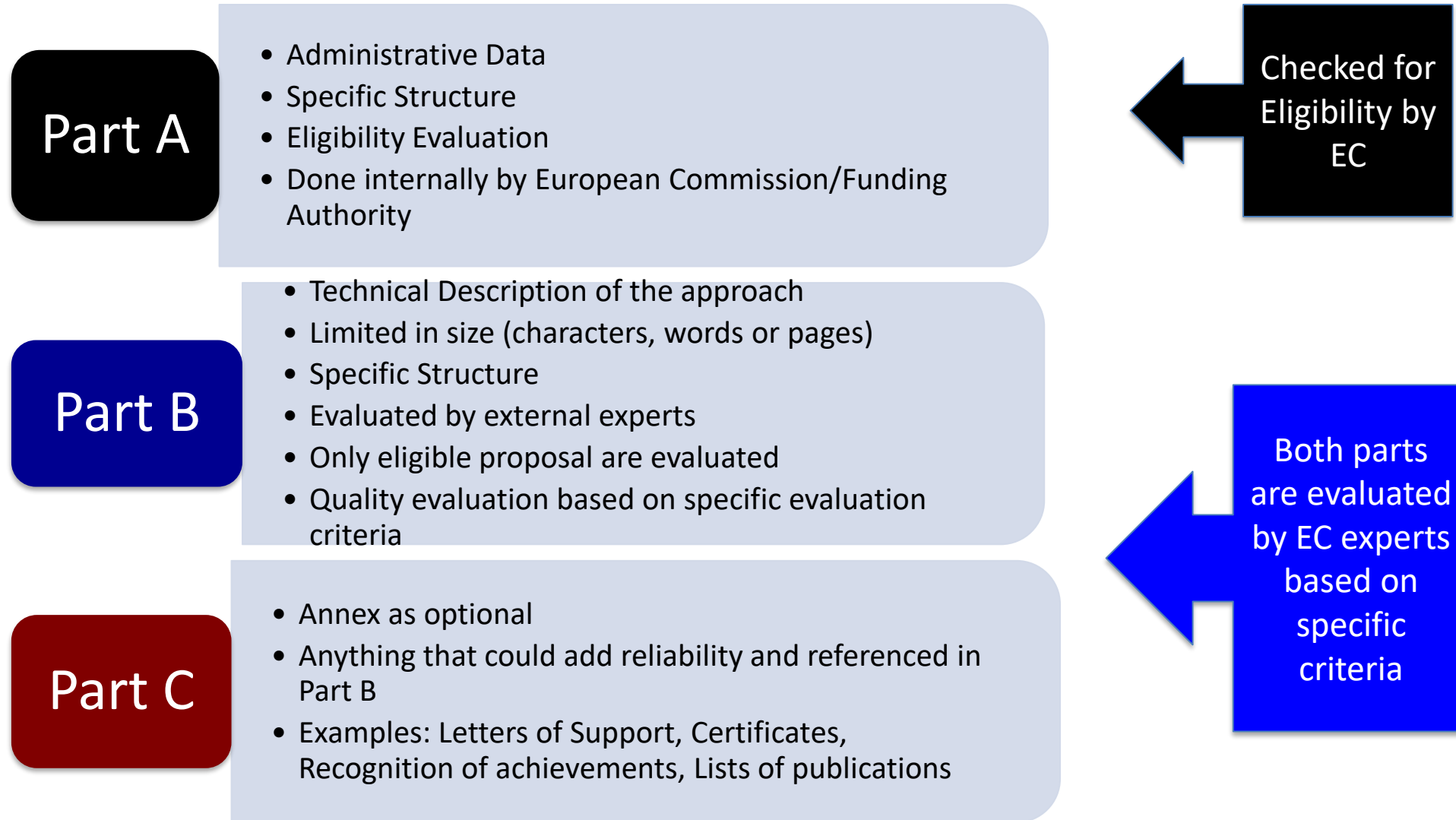
Module 3: General C.R.I.T.E.R.I.A. Formula

How the mind of evaluators work and
how to impress them

Step 3

How evaluators/EC experts evaluate

Proposal Structure to be evaluated



Evaluation Process

1. Individual Evaluation

- 3 experts mark and comment on the proposal quality on their own
- o/p: 3 Evaluation Forms
- Estimated time: 1.5 hours – 0.5 day
- Mainly remotely

2. Consensus Meeting

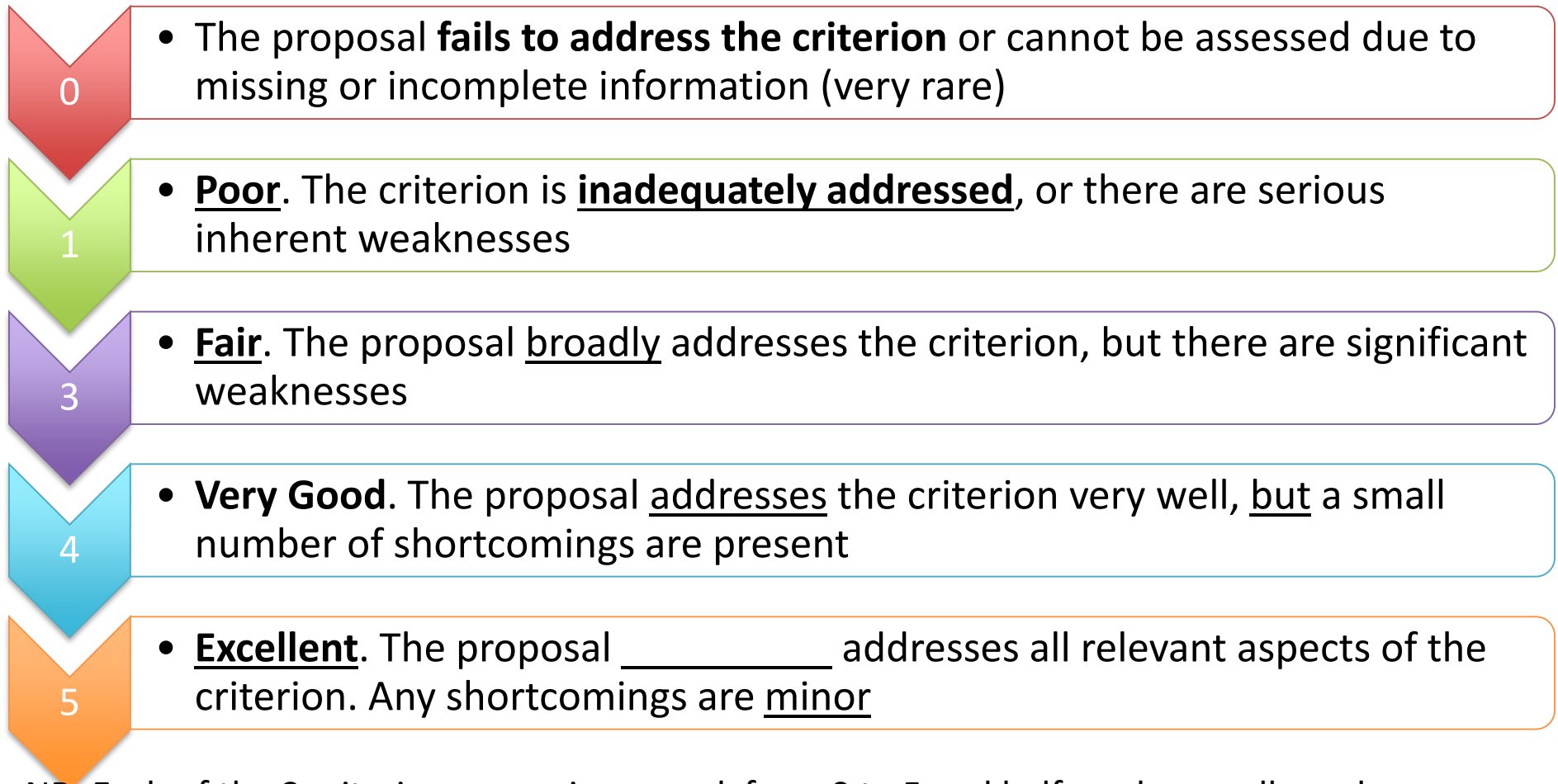
- The 3 experts, the EC officer and 1 expert
- Aim to agree on common marks and comments
- Mainly with physical presence duration 1.5h
- O/p: One evaluation summary report agreed by the 3 experts
- N.B.: If no agreement, two more experts involved in step 1 and all participate in step 2

3. Panel Meeting

- All/representation of experts, EC officers, head of unit
- Decide on the final ranking of all proposals based on the marks and comments from the consensus meetings
- Need to read in advance ESRs and proposal content of ones in the border to be funded or not
- O/p: Final ranking of all proposals



Interpretation of the scores



NB: Each of the 3 criteria can receive a mark from 0 to 5 and half marks are allowed.

The threshold for individual criteria is 3. The overall threshold, applying to the sum of the three individual scores, is 10. However, in practice **accepted Horizon 2020 proposals have around 10 or above total mark!**

Final ranking by panel review with proposals with identical total scores



- Panel considers first proposals that address workprogramme topics that are **NOT** already addressed by more highly ranked proposals



- **The panel then orders them according to:**
- For **RIAs** – First, their score for **Excellence**, and second, their score for **Impact**
- For **IAs** – First, their score for **Impact**, and second, their score for **Excellence**



- **If there are ____, the panel takes into account the following factors:**
- First, the size of the **budget** allocated to SMEs
- Second, the gender **balance** of personnel carrying out the research and/or innovation activities



- **If there are still ties, the panel agrees further factors to consider:**
- e.g. synergies between projects or contribution to the objectives of the call or of Horizon 2020, ethical issues



The same method is then **repeated** to proposals that address topics that are already covered by more highly-ranked proposals

What Evaluators look first (1/3)

- ✓
- ✓ Why this, Why now, why you, why in this way?
- ✓ Consortium composition
 - ✓ Has the coordinator (person) a high profile in their field
 - ✓ Do all the partners have a key role and the proper expertise?
 - ✓ Is the consortium balanced (interdisciplinary)?
 - ✓ How many have worked together before (track record)

What Evaluators look first (2/3)

- ✓ Are the objectives clear?
- ✓ Am I impressed by reading the first page?
 - ✓ By end of 1st page, do I know what they want to do, why and its impact?
- ✓ TRLs status
 - ✓ What is the current TRL and does it get increased by around 2 levels?
 - ✓ Is there a flow diagram of how each wp/phase will increase the TRL of its outputs?
 - ✓ Are the increases of TRLs realistic?
- ✓ State of the Art
 - ✓ Is your proposed work really SoA?
 - ✓ Is there evidence (Facts and figures, indicators)
- ✓ Multidisciplinary
 - ✓ Are the expected results the work of contributions from different scientific domains
- ✓ Are the WP leaders the best qualified to do this?

What Evaluators look first (3/3)

- ✓ Resources to be committed
 - ✓ Is there a paragraph explaining the overall budget structure?
 - ✓ Have they flagged up cheap/expensive consumables/equipment?
 - ✓ Is there any external funding? (whether organisation Y is providing an extra 0.5M EUR (welcome by experts))
 - ✓ Is there an explanation on why partner X has low and partner Y high costs (very common among countries with low and high salaries)?
 - ✓ Are subcontractor and third party costs well explained?

Tips in impressing the evaluators in the limited time!



- ✓ *Use the previous three slides as a checklist for the minimum provisions to be confirmed*
- ✓ *Use the next C.R.I.T.E.R.I.A. formula as a general guide*

General C.R.I.T.E.R.I.A.TM Formula

- C.
- R.
- I.
- T.
- E.
- R.
- I.
- A.

Citations/references

- What is the difference between a claim and a fact?
- Citations/references transform claims into facts!
- Experts are not supposed to !
- Hence, evidence on your arguments is supported by citations/references

General C.R.I.T.E.R.I.A. Formula

- C. Citations

- R.

- I.

- T.

- E.

- R.

- I.

- A.

Useful Resources

- **Rapid Press** of EC, europa.eu/rapid/search.htm
- **Industry related magazines**, publications from related industry/topic bodies e.g. www.marketresearch.com/ or www.profound.com/
- **Scientific papers databases** or alternatively Google scholar scholar.google.com/, www.researchgate.net and www.academia.edu
- **Journal ranking Databases:** [SCIMAGO](http://scimago.org/), [SCOPUS](http://scopus.com/), Web of Science
- **European observatories**, e.g. European Observatory on Health Systems and Policies, www.euro.who.int/en/about-us/partners/observatory
- **EU policies, strategies, actions plans per sector** at <https://ec.europa.eu/growth/sectors/>
- **Public deliverables** e.g. on user needs, state of art analysis, exploitation from other related european funded projects (check compendia, CORDIS cordis.europa.eu/home_en.html)
- **Sites with statistics** <http://ec.europa.eu/eurostat> Statista.com, <http://ec.europa.eu/eurostat> indexmendi.com, stats.oecd.org, trends.google.com
- **European Parliament Committees** (Supporting analyses at <http://www.europarl.europa.eu/committees/en/supporting-analyses-home.html>)
- **Policy Roadmaps and Impacts Assessments** (e.g. Google *Policy Roadmap robotics* -> .pdf *Strategic Research Agenda for Robotics in Europe*)

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I.
- T.
- E.
- R.
- I.
- A.

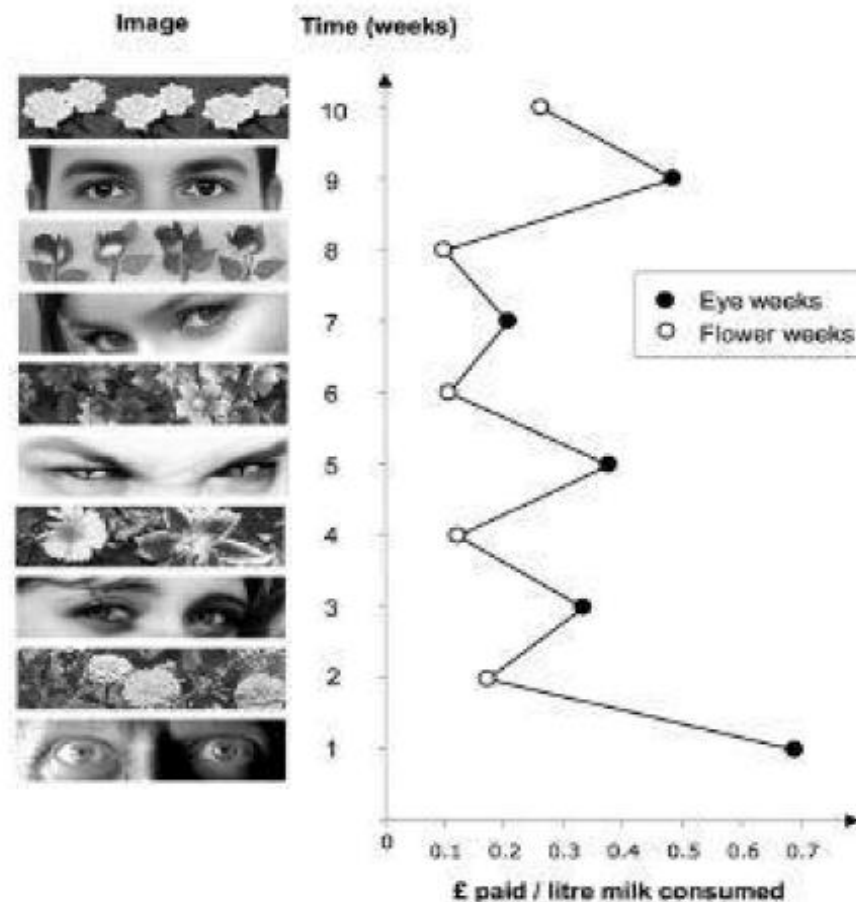
Interesting/Inspiring

- Avoid voice
- Avoid weak words that show hesitation such as ... *the project may achieve...*
- Show confidence such as ... *the project expects to/will achieve ...*
- Avoid incremental objectives such as “... *to improve current..*”
- Use strong words such as “*breakthroughs*”, “*pioneers*”, “*innovations*”, ...
- Imagine the proposal as a script of a story
 - Apply the VPS or PSV storyline
 - Villain: A key problem
 - Victim: Key target groups
 - Hero: the project
- Make it more personal!

Inspiring/Interesting

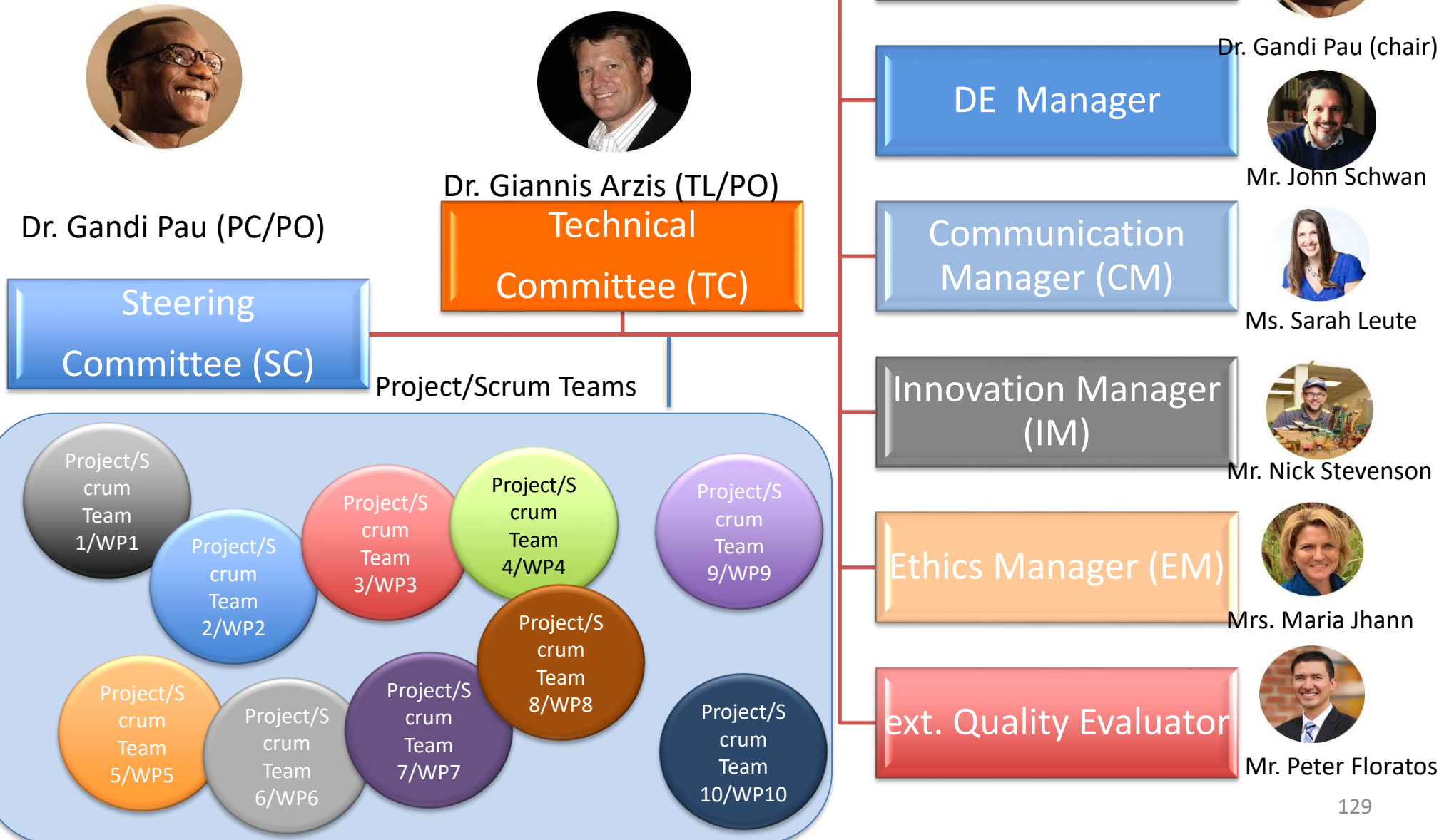
- An experiment in Australia on the accuracy of cancer diagnosis from x-ray images (mammographs) by physicians/doctors
- Accuracy was increased ~30% when physicians/doctors were shown a photo of the patient (even a fake one) along with the x-ray image

An experiment by British University with an “honesty” box



An example of a personal touch!

Profile photos/logos



General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T.
- E.
- R.
- I.
- A.

Tangible

- Tangible= Measurable + Specific
 - Tip: Anything that can be measured, is specific
 - Tangible (Measurable + Specific) CARTIO:
 - C[]
 - A[]
 - R[]
 - T[]
 - I[]
 - O[]
- e.g. - Y number of people suffer from X and we expect Z numbers will benefit across EU when we achieve A;
- Use EU instead of Europe

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E.
- R.
- I.
- A.

Encapsulate/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 now? (why it is urgent to deal now and not in some years from now)
3. Why you? (Why this consortium)
4. Why in this way? (why with with this methodology/approach)

Avoid copy and paste from the section!!

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4Whys)
- R.
- I.
- A.

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. You are also likely to be relatively casual and superficial in your thinking. When you feel strained, you are more likely to be vigilant and suspicious, invest more effort in what you are doing, feel less comfortable, and make fewer errors, but you also are less intuitive and less creative than usual.

[Daniel Kahneman, Thinking Fast and Slow]

Restructuring Excellence Section

Current RIA/IA Excellence structure in template

1. Excellence

1.1 Objectives

1.2 Relation to the work programme

1.3 Concept and methodology

1.4 Ambition

Excellence Evaluation Criteria in Evaluators' form

1. Excellence

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:

- Clarity and pertinence of the objectives
- Soundness of the concept, and credibility of the proposed methodology
- Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)
- Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender dimension in research and innovation content

Comments:

Restructuring Excellence Section

Restructured RIA/IA Excellence section structure

1. Excellence

1.0 Introduction

1.1 EU/Global Challenges – Project Specific Objectives (SO)

1.2 Relation to the work programme

1.3 Concept and Project Methodology

1.3.1 Overall concept and main project idea

1.3.2 Project Positioning

1.3.3 National/international research and innovation activities linked with the project

1.3.4 Overall approach, interdisciplinary considerations and methodology

1.3.5 Gender dimension

1.4 Ambition, beyond State of the Art and Innovation Potential

Excellence Evaluation Criteria in Evaluators' form

1. Excellence

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:

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Comments:

Restructuring Impact Section

Current RIA/IA Impact structure in template

2. Impact

2.1 Expected impacts

2.2 Measures to maximise Impact

Impact Evaluation Criteria in Evaluators' form

2. Impact

Note: The following aspects will be taken into account:

- The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic;
- Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
- Quality of the proposed measures to:
 - exploit and disseminate the project results (including management of IPR) and to manage research data where relevant
 - communicate the project activities to different target audiences

Comments:

Restructuring Impact Section

Restructured RIA/IA Impact section structure

2. Impact

2.0 Introduction

2.1 Expected impacts

2.1.1 Project stakeholders

2.1.2 Topic related expected impacts

2.1.3 Enhance innovation capacity

2.1.4 Advance growth

2.1.5 Impacts to environment/climate change

2.1.6 Other impacts

2.1.7 Possible barriers & obstacles

2.2 Measures to maximise impact

2.2.1 Dissemination & Exploitation Plan

2.2.2 Follow-up exploitation actions after the end of the project

2.2.3 Business Strategy

2.2.4 Research Data Management Plan

2.2.5 Communication Plan

Impact Evaluation Criteria in Evaluators' form

2. Impact

Note: The following aspects will be taken into account:

- The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic;
- Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society
- Quality of the proposed measures to:
 - exploit and disseminate the project results (including management of IPR) and to manage research data where relevant
 - communicate the project activities to different target audiences

Comments:

Restructuring Implementation Section

Current RIA/IA Implementation structure in template

3. Implementation

3.1 Workplan – Workpackages, deliverables

3.2 Management structure, milestones and procedures

3.3 Consortium as a whole

3.4 Resources to be committed

Implementation Evaluation Criteria in Evaluators' form

3. Quality and efficiency of the implementation *

Note: The following aspects will be taken into account:

- Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables
- Appropriateness of the management structures and procedures, including risk and innovation management
- Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise

Score 3:
Threshold 3/5

* Experts will also be asked to assess the operational capacity of applicants to carry out the proposed work.

2

- Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role

Comments:

Restructuring Implementation Section

Restructured RIA/IA Implementation structure

3. Implementation

3.0 Introduction

3.1 Workplan – Workpackages, deliverables

3.2 Management structure, milestones and procedures

3.2.1 Management and Decision Making Process

3.2.2 Milestones and performance indicators

3.2.3 Risk Plan

3.2.4 Innovation Management Tasks

3.3 Consortium as a whole

3.4 Resources to be committed

Implementation Evaluation Criteria in Evaluators' form

3. Quality and efficiency of the implementation *

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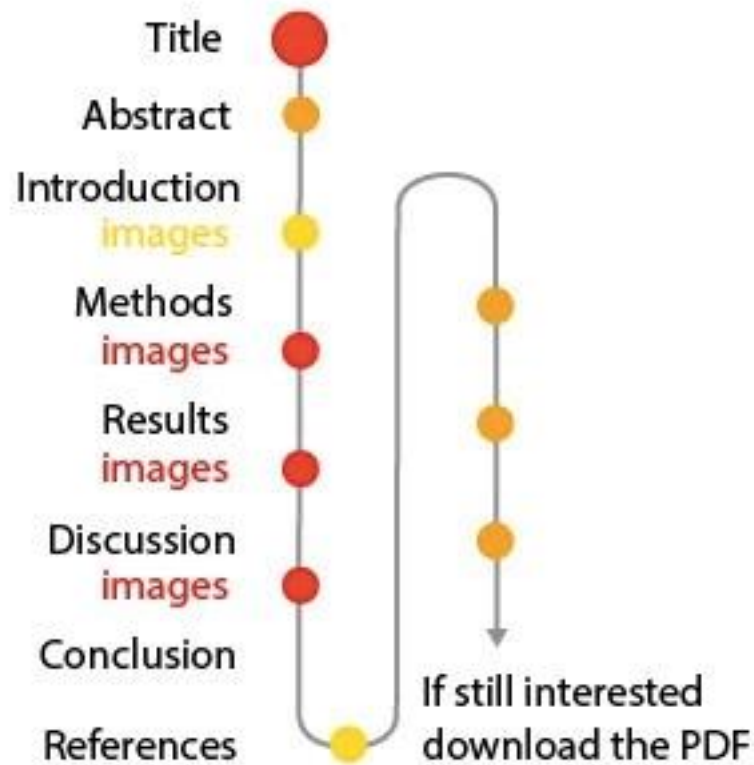
Comments:

General C.R.I.T.E.R.I.A. Formula

- C. Citations
- R. Resources
- I. Interesting/Inspiring
- T. Tangible – Specific
- E. Encapsulation/Abstract (4Whys)
- R. Restructuring
- I.
- A.

A good paradigm!

How scientists scan journal papers when they first see them



- Main focus
- Detailed reading
- Focused scanning
- Quick scanning

2016 www.Seyens.com, Creative commons license
(from presentation by Lucia Franco, ELSEVIER 2010)

Illustrations

- 1000 words equal to one picture (Chinese proverb)
- Use illustrations (figures, charts, tables, diagrams, etc) to substitute or complement text
- Rule of thumb: One illustration per page

General C.R.I.T.E.R.I.A. Formula

- C. Citations
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- E. Encapsulation/Abstract (4Whys)
- R. Restructuring
- I. Illustrations
- A.

Aesthetics

- Use of bold, frames, colour or boxes for highlighting key information

Which is more impressive?

Further innovative element of REGAME project is its well balanced consortium that it is the first serious initiative to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create a breakthrough in informal and formal training, workplace learning based on disruptive educational technologies and practices that are supported by related policy making and social and public processes.

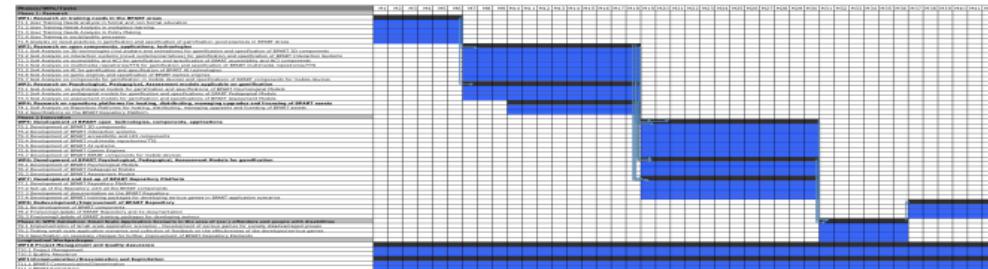
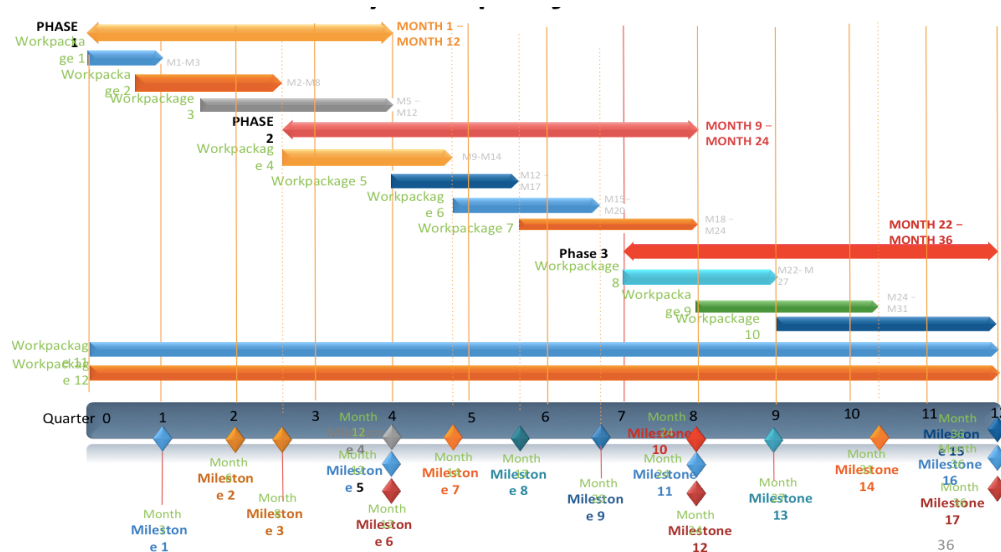
Innovation no. 2

Further innovative element of REGAME project is its **well balanced consortium** that it is the **first serious initiative** to bring together for collaboration players from the Open Source Community, game's industry and games' developers, the research community, the educational sector as well as social partners as end-users, policy advisor and policy makers in the education sectors order to create **a breakthrough in informal and formal training and workplace learning** based on **disruptive** educational technologies and practices that are supported by **related policy making and social and public processes**.

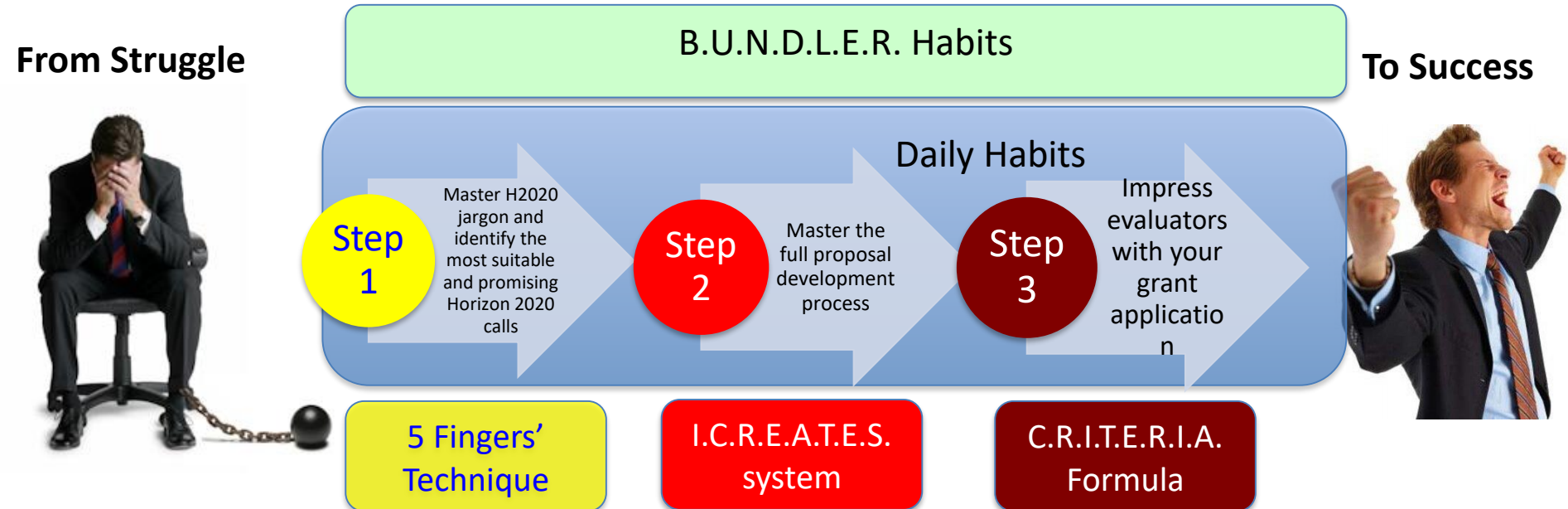
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Which is more impressive?



Horizon 2020 Funding Expert Transformation Recipe





Congratulations!

You did it! You are familiar now with the
Full Recipe for success in Horizon 2020

Module 4: Group work or individually

Option 1: Develop an idea aligned with a pre-selected H2020 topic

Starting actions:

1. Identify/list grant calls from the the H2020 workprogramme 2018-2020 that could support your mission but most importantly your vision as a researcher or a research group
2. Formulate an idea that you believe fits the identified call topic
3. Elaborate on the problems and challenges that this idea is expected to address
4. Identify people and events that you need to connect for assessing your idea

First find contact details of key connections

1. Check infodays' webpages
2. Get names of presenters from agenda and slide presentations
3. Go to **Who is Who database of EC** and search for the contact details of the presenter from the EC
4. Make a note of the phone and address of the presenter as well as the email based on the notation:
FistName.LastName@ec.europa.eu

If above fail, then

1. Ask National Contact Points of Horizon 2020 specific topic and get the contact details
2. Check Internet/Google as a last resort

Option 2: Prepare an action plan for contacting key players for specific call-topic

Starting actions:

1. Identify/list call topics from the H2020 workprogramme 2018-2020 that you are interested to get involved as partner or as a leader
2. Formulate key elements related to the expertise of your research group applicable to the call that could stand-out
3. Identify what further value you can offer (examples of ideas can be links with national policy makers, contributions to writing proposal sections, links with National Authorities feedback directly from the EC officers and experts via your Brussels office, involvement of scientific domain leaders in the consortium, etc)
4. Shortlist previously funded projects in the same area as the identified call topic (Check at cordis.europa.eu/projects)
5. Explore the contact details of the coordinator(s) by looking at their project website
6. Use also the participant list from info day and brokerage events as a starting point for finding key actors and cross-referencing with ones from funded projects
7. Based on the above, prepare a letter/email to highlight what you can give to identified coordinators in case they are initiating another proposal idea
8. Identify events that you need to attend for promoting your value
9. In case you are the coordinator and you wish to attract competent partners (say the identified project coordinators above) in your proposal you follow action-steps 1, 2,4,5,7 and you prepare also a proposal summary of your project (2-3 pages)

Tip: Check participants from infoday and brokerage events



For example for the Secure, Clean and Efficient Energy calls check below for the participants of the infoday and brokerage events

- ✓ <https://h2020-sc3-info-day.b2match.io/participants>
- ✓ <https://energycall2019.b2match.io/>

Option 3: Develop a call concept

Use the R. steps in the I.C.**R**.E.A.T.E.S. formula

Option 4: Develop a proposal concept

Use the E. steps in the I.C.R.**E**.A.T.E.S. formula



Congratulations!

You did it!

You went through around 160 slides and hopefully you are not dead!

Remember, you don't have to remember anything. You just apply the recipe by following the step-by-step instructions on this manual

Planned IMs Trainings

- **IMS-1:** Master the Full Proposal Development Cycle in Horizon 2020
- **IMS-2:** Mastering the Impact (incl. IPR) of an H2020 proposal/project
- **IMS-3:** H2020 Management methodologies and Financial Management
- **IMS-4:** Networking and evaluation in H2020
- **IMS-5:** Exploiting successfully the currently open proposal calls in Horizon Europe as partner or as a leader
- **IMS-6:** Exploiting successfully the currently open proposal calls in Horizon Europe as partner or as a leader

Online Evaluation Form

Thank you for participating in our First Information Multipliers Training & Workshop on 9-10 April 2019. Please fill in the following evaluation questionnaire, it will help us improve our events.

Evaluation link

<https://bitlylink.com/KMwbn>

Your responses are valuable!