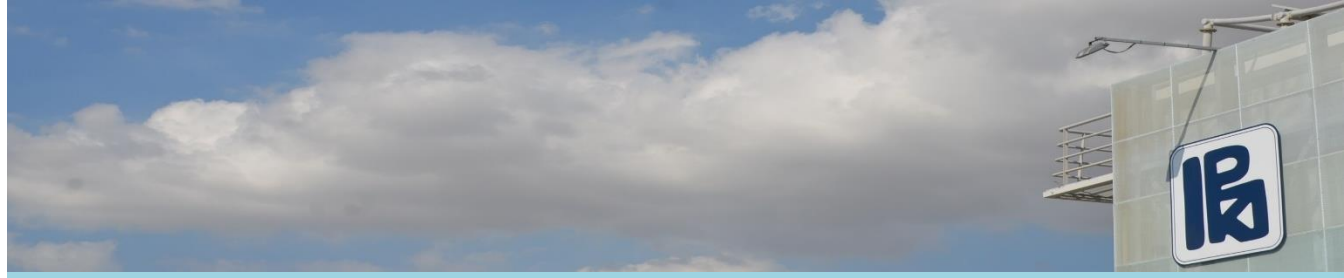


This project is co-financed by the European Union and the Republic of Turkey

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir

TURKEY in HORIZON 2020
COOPERATION, INNOVATION, COMPETITIVENESS

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

Turkey in Horizon 2020 Phase II

Proposal Writing Camp:

How to prepare Teaming proposal

Day 1: 27 July 2021

Understanding the call

13:00-15:15	Presentation of successful Teaming project and strategies for proposal preparation. • presenting "EMME-CARE" as a case study, • sharing experience on main obstacles and success factors, • presenting strategies and "Hints-&-Tips" for proposal preparation and proposal writing.

REPUBLIC OF TURKEY MINISTRY OF INDUSTRY AND TECHNOLOGY

TÜBİTAK

Horizon Europe
Proposal Writing Camp:
How to prepare a Teaming Proposal

Pierantonios Papazoglou

BSc-ENV, MEng-ENV, 6-sigma, NEBOSH, CSTC, Vocational Trainer, IAEM

Manager – CARE-C

Research & Innovation Support Operations

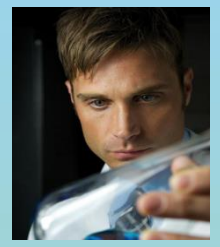
Environment | Climate | WIDERA

Space | Security | MSCA-PF

European Commission

Presenter's Background

- **Professional Experience:**
  - 2000-2005. Laboratory Researcher (Aegean & Stevens)
  - 2007-2008. Environment Research Officer (Univ. Nicosia)
  - 2008-2017. NCP & PCM FP7 – H2020 (CY-RIF:



→ "Marie Curie" | EURAXESS | "Climate Action & Environment" | Space

- **CyI – CARE-C:**

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

  - **EMME-CARE…!**
  - Portfolio, Programme and Project Management

  - Identification of (funding) Opportunities and Networking
    - **Proposal Writing Support**

    - **Mentoring/ Training**/ Capacity Building for EU Grants

    - **MSCA-PF**/ ERC/ **EURAXESS**/ Environment/ Space/ Security/ WIDERA , et.al. …

    - **Evaluator Experience** (EC Invited Expert)

Presentation: *Sharing Experiences and Strategies*

- **Horizon Europe and WIDERA *"at a Glance"… through EMME-CARE's Eyes…***

General Introduction, Structure, Types of Actions, Where to find the Calls..!

- **Consortium…*"Mechanics"*… and *Evaluation… "in brief"***

Partner Search overview AND understanding a bit on Evaluation of Proposals

- **Proposal Preparation & Support…!**

What to Consider in the Application…

"Hints" and "Tips"…

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

- **"EMME-CARE" as a "Case Study"…!**

How we "made sense" / "utilized" the above…

European Commission

WHAT is HORIZON EUROPE and WIDERA

…at a glance… through EMME-CARE's Eyes…

https://ec.europa.eu/info/horizon-europe_en

Some… "Truths" to… realize, before starting…!!!

- The Proposal is **NOT a Paper/ Article for a Journal**…
- It is a… "marketing/ sales" pitch of the research… and in WIDERA:

… the pitch for Creation and Establishment of a Research-Centre-of-Excellence

→ **so as to receive funding…**!

- EC has been doing this for quite a few FPs… There are **particular policy and mandate backgrounds**. There's a **particular language-jargon, structure, process**…

  - Philosophy: "**Competitive Calls**"…**NOT "subsidies"**…!
  - EC publishes the Call, but Proposal evaluated by external Expert Evaluators… you "need" both "audiences"…

Some… "Truths" to… realize, before starting…!!!

- You need to showcase EUROPEAN ADDED VALUE…!

→Problem/Issue to be solved or tech/innovation to be developed **cannot be of local/regional character but rather of pan-European**… scale/complexity of the "solutions" for EU and not "just Country-X".

→**Transnationality, replicability, transferability**: keywords for both "challenges"/"problems" addressed, and "solutions" proposed.

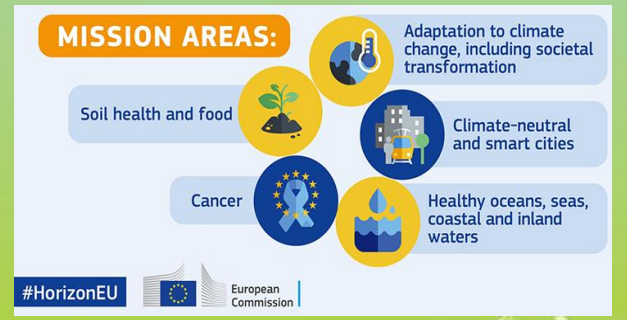
- You need to <u>showcase how you contribute to the priorities of</u>:

→ Your <u>National Smart Specialization Strategy</u>…!

→ the EU GREEN DEAL,

→ the EU Green Transition,

→ as well as how you align with the EU Missions…



Horizon Europe… at a Glance…

- EU's key funding programme for research and innovation, with Budget of **€95.5 billion for the period 2021 – 2027**.
- **Tackles Climate Change**, helps to achieve the **UN's Sustainable Development Goals** and boosts the **EU's Competitiveness and Growth**, within a **strengthened European Research Area**.
- Facilitates collaboration and strengthens the **impact of R&I** in developing, supporting and **implementing EU policies while tackling Global Challenges**.

- Projects: through **competitive Calls-for-Proposals**, 2-year Work Programmes. MUST have "European Dimension" and "Impact", MUST address **Climate – Green Deal – Green Transition considerations**…!

European Commission

Source: European Commission DG RTD

WIDERA…Widening Participation Spreading Excellence

SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT*

Exclusive focus on civil applications

Pillar I
EXCELLENT SCIENCE

- European Research Council
- Marie Skłodowska-Curie
- Research Infrastructures

Pillar II
GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

Clusters

- Health
- Culture, Creativity & Inclusive Society
- Civil Security for Society
- Digital, Industry & Space
- Climate, Energy & Mobility
- Food, Bioeconomy, Natural Resources, Agriculture & Environment

- Joint Research Centre

Pillar III
INNOVATIVE EUROPE

- European Innovation Council
- European innovation ecosystems
- European Institute of Innovation & Technology*

WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

- Widening participation & spreading excellence
- Reforming & Enhancing the European R&I system

European Commission

WHO…is eligible for…funding …in Horizon Europe!!!

#HorizonEU

EU COUNTRIES

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

NON-EU COUNTRIES

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

SPECIFIC CASES

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

European Commission

WHO…is eligible for… funding …in WIDERA!!!

Type of Action	Coordination and Support Actions
Eligibility conditions	The conditions are described in General Annex B. The following exceptions apply: In order to achieve the expected outcomes, participation as coordinators to the call is limited to legal entities established in Widening countries, as defined in the Horizon Europe regulation. A Teaming project must involve at least two beneficiaries: a) the main applicant organisation (the coordinator) which will be a legal entity (university or a research organisation, a national/regional authority or a research funding agency), and b) at least one leading university or research organisation established in another Member State or Associated Country as an advanced partner. The project must have a complementary funding (e.g. national and/or regional funding, European funding, such as from Cohesion policy programmes, or private sources). Its total amount must at least equal the total requested Horizon Europe contribution .

Source: EC, DG RTD, and REA

WHAT… is eligible for… funding…!!!

Activities eligible for funding

Spreading Excellence & Widening Participation in Horizon Europe

- Present a strategy for how the centre will develop excellence in the chosen relevant R&I domain that will put it at the competitive edge beyond the state of the art enabling future success in competitive calls
- Demonstrate the growth potential and expected socio-economic outreach of the Centre of Excellence for the benefit of the host country or region
- Demonstrate how the project will contribute to encouraging and supporting reforms of the R&I system at regional and or/national level
- Elaborate on the structure of the consortium and how this will create a win-win situation
- Demonstrate how the newly established/upgraded Centre will have full autonomy in decision-making. In particular, the Centre of Excellence should have the maximum degree of autonomy in terms of taking its own decisions, being in legal, administrative, operational, personnel and academic matters. The Centre should be able to fix and pay competitive salaries for its personnel.

Source: EC, DG RTD, and REA

WHAT… is eligible for… funding…!!!

Activities eligible for funding

Spreading Excellence & Widening Participation in Horizon Europe

- Elaborate on the steps that will be taken to ensure long-term self-sustainability after the end of the Horizon Europe grant.
- Propose a robust human resource strategy that addresses gender equality (in line with the research institutions respective gender equality plans) and international component, ensuring appropriate management capacities for the effective and efficient running of the Centre of Excellence.
- In order to assure the autonomy of the Centre of Excellence (CoE), if relevant, the project might benefit of having the CoE coordinating the project within the duration of the Grant
- Present an investment plan including the letter(s) of commitment for complementary funding from the competent national/regional authorities or private sources to commit financial resources (e.g. resources coming from programmes co-financed by the ERDF or other sources) for implementing the future Centre, in particular regarding investment in infrastructure and equipment. The letter(s) of commitment for complementary funding of the project will be an integral part of the evaluation of the proposal.

Source: EC, DG RTD, and REA

WHAT… is eligible for… funding…!!!

Activities eligible for funding

Spreading Excellence & Widening Participation in Horizon Europe

- The grant awarded from the Horizon Europe budget should provide substantial support for the start-up and implementation phase of the future Centre of Excellence including the recruitment of the managerial, technical and scientific personnel. It should also cover expenses related to team members of the future Centre of Excellence (e.g. their salaries, recruitment costs [5], management costs, travel and subsistence costs).

- A minor research component can be accepted not exceeding 10% of the total Horizon Europe grant that may include a preparatory research project. Such small research project embedded in the Teaming action should be aligned with the objectives of the project and e.g. serve the purpose of developing and testing new methodologies and instruments and/or the integration of new scientific personnel. If preparatory research activity is planned to carry out, the outline of a respective work plan at an appropriate level of detail should be presented,

- The duration of the grant should be up to six years.

Specific attention should be paid to gender equality objectives, in line with the organisations' commitments through their adopted gender equality plans, and in line with ERA objectives.

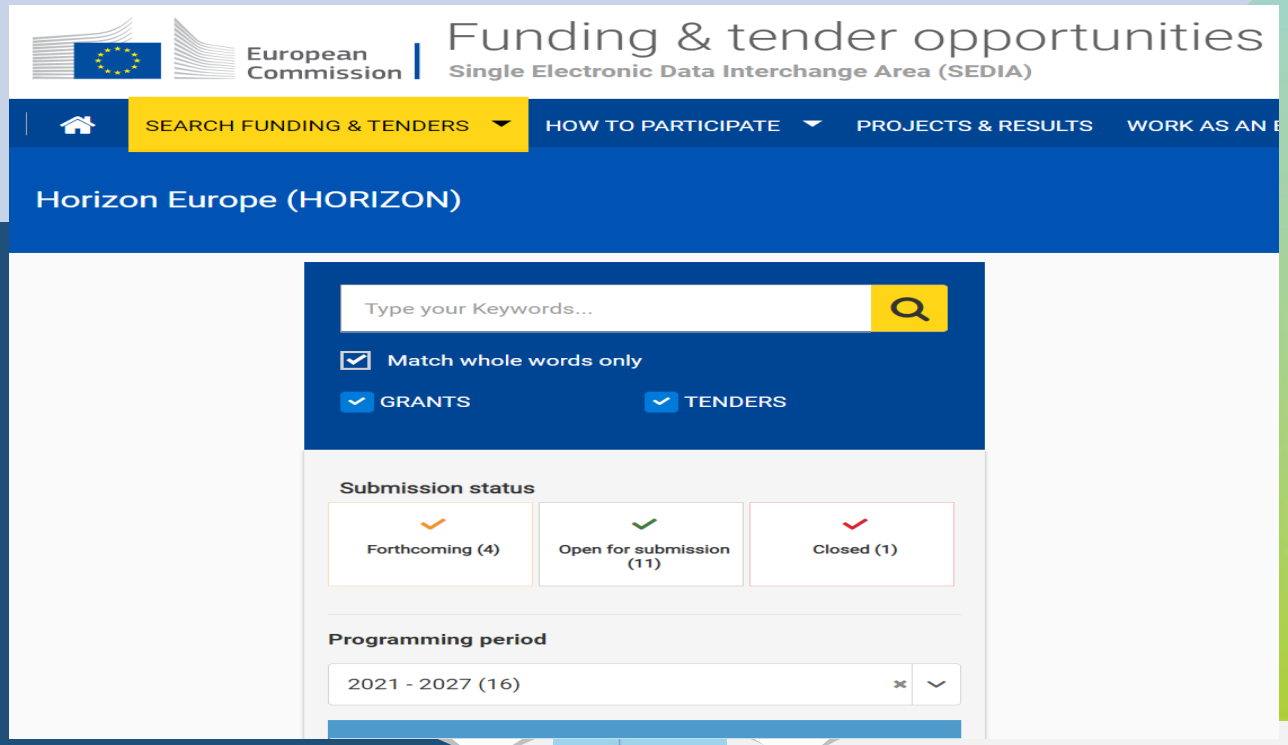
Source: EC, DG RTD, and REA

Main… TYPES of ACTIONS…!!!

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

WHERE to find Upcoming Funding Opportunities

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-search



Funding & Tender Opportunities portal

European Commission | Funding & tender opportunities

Single Electronic Data Interchange Area (SEDIA)

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

Horizon Europe (HORIZON)

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-search

Type your Keywords...

Match whole words only

GRANTS TENDERS

Submission status

Forthcoming (4)	Open for submission (11)	Closed (1)

Programming period

2021 - 2027 (16)

European Commission

Source: European Commission DG RTD

ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON

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

English EN | Register | Login

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

Horizon Europe (HORIZON)

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON

clear filter

Programming period
2021-2027

Horizon Europe (HORIZON)

Clear filter

Reference Documents

Grants

This page includes reference documents of the programmes managed on the EU Funding & Tenders portal starting with legal documents and the Commission work programmes up to model grant agreements and guides for specific actions.

Please select the programme to see the reference documents.

Procurement

Reference Documents related to tendering opportunities are published on TED eTendering in the calls for tenders.

Filter | Expand all

- Legislation
- Work programme & call documents
  - 2021-2022
    - HE Main Work Programme 2021-2022
      - HE and Euratom Work Programme on Horizontal Expenditure 2021-2022 >
      - 1. General introduction v2.0 >
      - 2. Marie Skłodowska-Curie Actions v1.0 >
      - 3. Research Infrastructures v2.0 >
      - 4. Health v2.0 >
      - 5. Culture, creativity and inclusive society v1.0 >
      - 6. Civil Security for Society v1.0 >
      - 7. Digital, Industry and Space v1.0 >
      - 8. Climate, Energy and Mobility v1.0 >
      - 9. Food, Bioeconomy, Natural Resources, Agriculture and Environment v1.0 >
      - **11. Widening participation and strengthening the European Research Area v1.0**
      - 13. General Annexes v1.0 >
    - EIC Work Programme 2021
    - ERC Work Programme 2021
  - Grant agreements and contracts
  - Guidance
  - Templates & forms
  - Funding & Tenders Portal

Spreading Excellence & Widening Participation in Horizon Europe

European Commission

Source: European Commission DG RTD

Consortium…

Mechanics….

European Commission

Advanced Partners… and… Consortium…!!!

- To achieve **European Added Value**…
- to achieve **Transnationality, replicability and transferability**…you need…

- Good **ADVANCED PARTNERS** and good **Consortium**…!

Good Characteristics in Advanced Partners…!!!

- Are they ***reliable***?
- Are they ***suitable*** for the purposes of the Project?

- Is their ***Organisation*** able to provide the ***necessary resources*** and ***attractive working conditions for Researchers***?

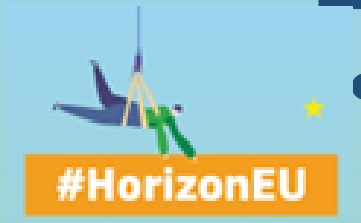
- Do they contribute to ***Gender Equality***?
- Do they bring ***added value*** to the ***Consortium***?

Characteristics of a Good WIDERA Consortium…!

- ✓**Experienced coordinator**
- ✓Scientists with **track record**
- ✓Relevant **expertise** and **skills**
- ✓Good **infrastructure and resources**
- ✓Involvement of **competent staff**
- ✓Partners contributing to **“quintuple helix”** and **“*triple-i* dimension”**
- ✓**Gender** Balance
- ✓**Multidisciplinarity**
- ✓Partners have **Complementarity** (no major overlaps) and **synergies**
- ✓Relevant **stakeholders**
- ✓Balanced **work-distribution**
- ✓**Added value** of each partner
- ✓Previous **collaborations**
- ✓**Commitment**

Characteristics of a Good WIDERA Consortium…!

Where should I look for "Advanced Partners"…?



- Personal contacts with (reliable) people and institutions you have worked with in other scientific/ research endeavours
- Previous Collaborations in (EU) Projects
- Contacts from participation in Working Groups / Committees

Characteristics of a Good WIDERA Consortium…!

How about additional sources for Partner Search…?

- COST Actions:

→ www.cost.eu

- European Commission SEDIA Portal Partner Search Tool:

→https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/partner-search

- EEN Cooperation Opportunities Database

→http://een.ec.europa.eu/tools/services/SearchCenter/Search/ProfileSimpleSearch

- Brokerage Events, Info-days, Seminars, Conferences
- *Linked In, ResearchGate.net, Academia.edu, Angel List*

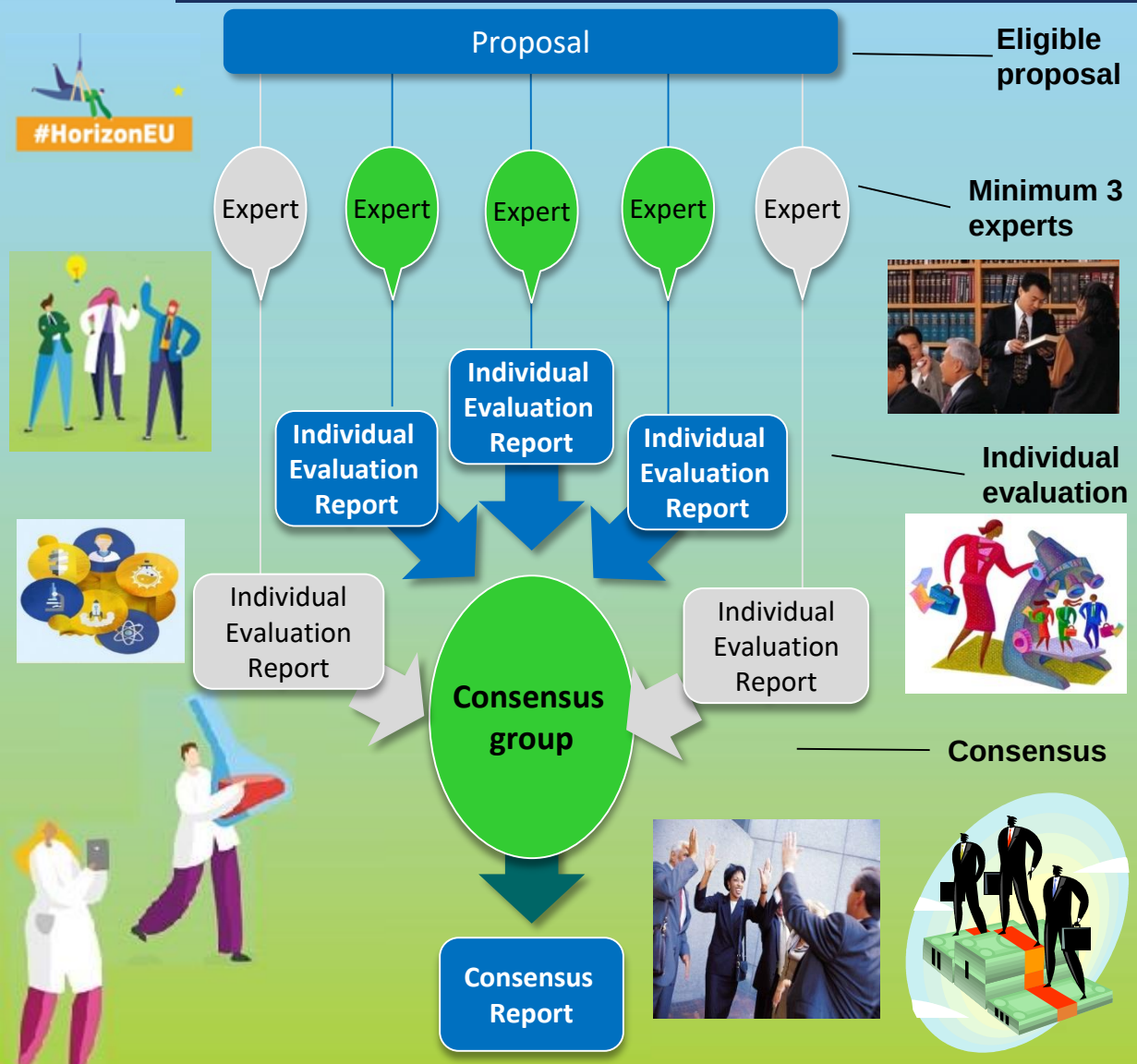
Evaluation…

in brief…

so as to write with "*Eyes of Evaluator*"

European Commission

Evaluation… briefly…!!!



→ For **TEAMING… see specifics of Call…!**

But, overall:

- Dealing with **Multidisciplinary/ Multisectoral** proposals
- Applicants must **properly select Descriptors**…!
- Proposals strictly evaluated on their own merit (→ No recommendations for changes)
- **Criteria: "Excellence", "Impact" and "Implementation"**…but **also "Cross-Cutting" Issues**
- All proposals above thresholds are **Ranked** in descending order of overall score (one ranked list per budget shown in Call)
- Selection of the proposals starts from top of list, until available budget exhausted

Evaluation… briefly…!!!

Standard evaluation process

Individual evaluation

Experts assess proposals **individually**. Minimum of three experts per proposal (but often more than three).

Consensus group

All individual experts discuss together to agree on a **common position**, including comments and scores for each proposal.

Panel review

The panel of experts reach an **agreement** on the scores and comments for all proposals within a call, checking **consistency across the evaluations**.

if necessary, resolve cases where evaluators were unable to agree.

Rank the proposals with the same score

Finalisation

The Commission/Agency reviews the results of the experts' evaluation and puts together the **final ranking list**.

European Commission

Source: EC, DG RTD, and REA

Evaluation… briefly…!!!

Ethics review

Same criteria as in H2020

For all activities funded, ethics is an **integral part** of research from beginning to end, and **ethical compliance** is essential to achieve real research excellence. An ethics review process is carried out systematically in all Horizon Europe proposals, based on a **self-assessment** included in the proposal.

Ethical research conduct implies the application of fundamental ethical principles and legislation in all possible domains of research. This includes the adherence to the highest standards of **research integrity** as described in the **European Code of Conduct for Research Integrity**.

Adapted following lessons learnt

- Focus mainly on complex/serious cases
- Reduce number of ethics requirements in funded projects.

European Commission

Source: EC, DG RTD, and REA

Evaluation… briefly…!!!

Security scrutiny

New in Horizon Europe

Security issues will be checked **systematically** in all Horizon Europe proposals (in H2020 only proposals submitted to topics flagged as 'security-sensitive' were checked). The checks are based on a **self-assessment** included in the proposal. The focus is on:

- Whether the proposal uses or generates **EU classified information**
- Potential of **misuse** of results (that could be channeled into crime or terrorism)
- Whether activities involve information or materials subject to **national security restrictions**

The checks based on the self-assessment may trigger an in-depth security scrutiny.

European Commission

Evaluation… briefly…!!!

- each criterion scored out of 5
- individual threshold of 3
- overall threshold of 10

0– *The **proposal fails to address the criterion** or cannot be assessed due to missing or incomplete information.*

1– Poor. *The criterion is inadequately addressed, or there are serious inherent weaknesses.*

2– Fair. *The proposal broadly addresses the criterion, but there are significant weaknesses.*

3– Good. *The proposal addresses the criterion well, but a number of shortcomings are present.*

4– Very good. *The proposal addresses the criterion very well, but a small number of shortcomings are present.*

5– Excellent. *The proposal successfully addresses all relevant aspects of the criterion.Any shortcomings are minor.*

Source: EC, DG RTD, and REA

Interactive… Evaluation… Excercise…!!!

Interactive…

Evaluation…

Excercise…

so as to write with "*Eyes of Evaluator*"

Spreading Excellence & Widening Participation in Horizon Europe

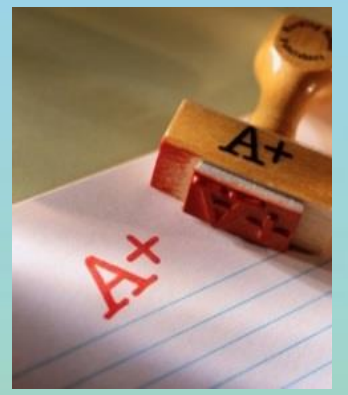
Interactive… Evaluation… Exercise…!!!

Excellence

X

Interactive… Evaluation… Exercise…!!!

#HorizonEU



The objectives of the proposal are clear, very well developed and measured. A clear graphic description of the organisation [redacted] is provided. The state of art is well extended, based on recent literature which explains the choice of the main objectives of the proposal. A very clear description of the steps to be followed for a successful enhancement and future viability [redacted]

The research field is specific and complies with the in[redacted]Smart Specialisation (S3) priorities of the host country's government. A very detailed analysis of some parts of the S3 justifies the [redacted]portance of the research field and the proposal [redacted]

5

The concept and proposed methodologies [redacted]e excellent.

Sufficient attention is paid to the presentation of the available a[redacted] future infrastructure and activities, and also for the selection of personnel.

The SWOT analysis is exhaustive and consists of an initial short description and a well-justified reasoning analysis.

The aforementioned contributions of the partners are of both scientific and managerial/organisational relevance. The proposed support measures are excellent and in accordance with the objectives of the proposal.

Source: Anonymized Real ESRs

Interactive… Evaluation… Exercise…!!!

Excellence

Y

Interactive… Evaluation… Exercise…!!!

The proposal provides convincing, clear, realistic and achievable objectives, which are in line with environmental issues relevant for the targeted [redacted] region. They are also consistent with the aims of the Twinning Programme: increase of the research performance of the widening institute; strengthening of its interactions with other research institutions and becoming a strategic member of the close community of world-leading research groups in the field; improving the collaboration with local and regional stakeholders. The focus on the role of aerosols is a very relevant one.

4,5

The concept and methodology are credible, supported by a comprehensive description of the scientific strategy and the way in which training, mobility and networking activities, as well as attracting PhD and postdoc candidates, will enhance the research profile of the widening institute. There is an appropriate analysis to make clear where and how the widening institution will benefit from the partnering institutions. A minor shortcoming is the rather limited description of the interaction between air pollution and climate control issues in the model simulations.

The coordination measures are described in a comprehensive and convincing way, taking good account of the complementary competences of the participating institutions and the role of national/regional stakeholders both in the public and the private sector. Gender and diversity aspects are well addressed, and there are relevant R&I projects linked to the proposal.

Source: Anonymized Real ESRs

Interactive… Evaluation… Exercise…!!!

Impact

X

Interactive… Evaluation… Exercise…!!!

The expected impacts of the proposed activities are very high. They are very well addressed and closely match those of the Work Programme.

The Key Performance Indicators (KPIs) are clearly presented in relation to different target groups and levels. Quantitative indicators are very well identified for each expected result.

The impacts are defined for the short-term and the long-term and are very well-thought and credible.

The proposal has a high potential for strategic growth path pointing to long-term opportunities for economic development.

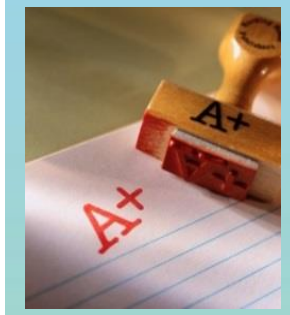
4,5

There is no clear justification of how the new CoE will seek competitive funding in the EU and in international fora. This is a minor shortcoming.

A high quality, detailed plan for dissemination and exploitation of the project results is provided. The development of the plan is transparently scheduled in the work packages. It is divided into three stages, which help following up the process, and is supported by task forces for dissemination and exploitation. The setting-up of the task forces, ensuring the effectiveness of the plan, is worth of note.

A clear description is included in the proposal on how it is intended to address knowledge management, data sets, Intellectual Property Rights, and all relevant issues related to protection and exploitation.

Target groups are clearly identified, as well as specific channels and mechanisms for communicating the different types of results.



Source: Anonymized Real ESRs

Interactive… Evaluation… Exercise…!!!

Impact

Y

Interactive… Evaluation… Exercise…!!!

There is good correspondence between the outputs of the project and the expected general impacts and specific impacts listed in the work programme. In general there are appropriate KPIs provided to assess these impacts. The impacts are well aligned with the societal challenges of H2020, in particular the social, political and economic aspects of sustainability. The stated impacts would provide scientific and networking support to the preparation of a national climate mitigation and adaptation strategy in the widening country, and in a more general sense contribute to its overall S&T capacity. A minor shor[illegible]ming is that the method for the knowledge transfer to the private sector is not fully detailed.

5

The proposed measures to exploit and disseminate the project results are appropriate, and the measures to communicate the project activities to different target audiences, in particular the general public and schools, are well defined. Data and knowledge management are well addressed, along with IPR management.

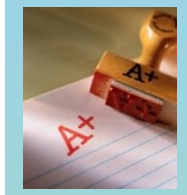
Source: Anonymized Real ESRs

Interactive… Evaluation… Exercise…!!!

Implementation

X

Interactive… Evaluation… Exercise…!!!



The work plan is coherent and efficient, and tasks and resources are very well allocated and distributed. The work plan is highly appropriate to fulfil the objectives of the proposal and reach the expected results. The Gantt chart provides a very clear overview and enables a good understanding of the project approach. The description of the tasks within the Work Packages is very clear and detailed. The deliverables cover the proposed work very well, and the milestones are very appropriate to monitor the progress of the project.

Overall the work plan is very coherent but tasks assigned under Project Management are only briefly explained.
The management structure and procedures a[illegible]f good quality a[illegible]itably presented. Management responsibilities are clearly described.

4,5

A risk management plan is expected and[illegible]dica[illegible]e risks are me[illegible]together with adequate mitigation measures. However, the proposal does not comprehensively analyse the[illegible]sks.

Innovation management is adequately addressed.
There is complementarity and relevance in the selection of partners, which is portrayed in detail. The contribution of each partner is clear.

The proposal describes a strong consortium with clear distinct and complementary roles and expertise. The partners in the consortium have collaborated in previous projects. Some members of the consortium have very strong experience in European programmes and in internationally leading research, which is beneficial for the enhancement of the CoE.

The staff allocations and other direct costs are satisfactorily summarised. The costs per partner are clearly outlined.

European Commission

Source: Anonymized Real ESRs

Interactive… Evaluation… Exercise…!!!

Implementation

Y

Interactive… Evaluation… Exercise…!!!

The work plan is not well structured, and fails to sufficiently explain why most tasks run in parallel. It is also not shown to be sufficiently flexible to cope with any setbacks. Various shortcomings are seen in the description of tasks. For example, despite the fact that one work package already covers all management issues of the project, a new office for conference and events is foreseen in one task, which is not sufficiently justified in the proposal text. There is also a lack of sufficiently clear and convincing justification for the 30 person-months allocated for WP 'Management and Coordination'. Furthermore, the planning (duration and programme) of the summer school lacks detail. The difference between exchange visits and secondments is not made sufficiently clear. In addition, although a clear description is provided of the data management, the proposal fails to clearly include this item in the deliverables.

3

The management structure and procedures are appropriate and a consistent with the scope of the project. Risk and innovation management are well addressed, including a detailed breakdown of the risks at level of management, training and networking, as well as indicating how to mitigate them.

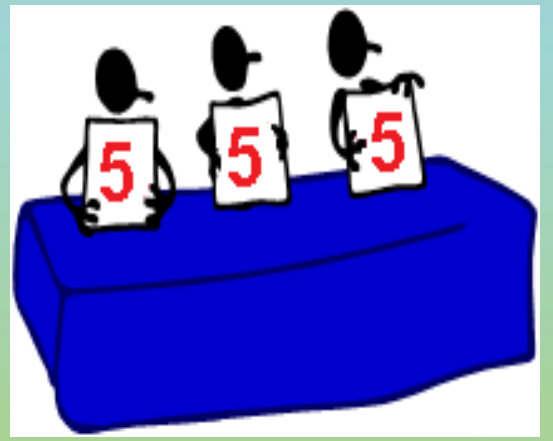
The proposal convincingly demonstrates the extent to which the consortium as a whole provides the required expertise. The project will bring together excellent organisations to ensure the transfer of know-how to the coordinating institution, and these organisations demonstrate complementary competences and expertise.

The allocation of tasks between the participants is appropriate and their respective roles are justified. Also, the overall distribution of resources per task is consistent with the content of these tasks. However, the personnel costs indicated for Partner 4 are unclear and not sufficiently justified.

Source: Anonymized Real ESRs

Interactive… Evaluation… Exercise…!!!

- **Let's take an Overall look at the "Results"…**



Interactive… Evaluation… Exercise…!!!

Proposal “Y”

1. Excellence: 4,50

2. Impact: 5,00

3. Implementation: 3,00

Overall:

- **Score → 12,50**
- **NOT Funded…!**

Interactive… Evaluation… Exercise…!!!

Proposal **“X”**

1. Excellence: 5,00

2. Impact: 4,50

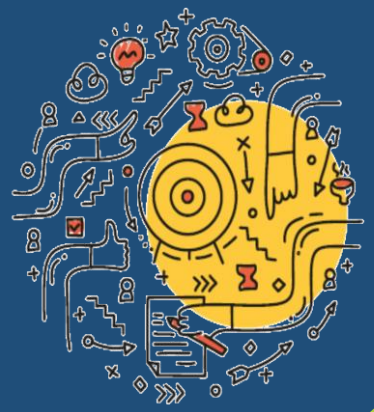
3. Implementation: 4,50

Overall:

- **Score → 14,00**
- **FUNDED…!**

WHAT to Consider when Preparing an Application for Horizon Europe's **WIDERA - Teaming**

Spreading Excellence & Widening Participation in Horizon Europe



European Commission

EMME-CARE / CARE-C
https://emme-care.cyi.ac.cy

27July 2021

What to Consider for a Horizon Europe Proposal…!

→Overall Useful Links and Documents…!

- **SEDIA**

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

- **Helpdesk and Support Services**

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/helpdesks

- **On-line Manual**

https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual

- **Annotated Model Grant Agreement [COMING SOON…!]**

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf

- **EURAXESS (Charter-&-Code, Policy…)**

https://euraxess.ec.europa.eu/

https://euraxess.ec.europa.eu/useful-information/policy-library

Source: EC, DG RTD, and REA

What to Consider for a Horizon Europe Proposal…!

Key principles

- Your proposed work must be within the scope of a work programme topic
- You need to demonstrate that your idea is ambitious and goes beyond the state of the art
- Your scientific methodology must take into account interdisciplinary, gender dimension and open science practices. It must not significantly harm the environment
- You should show how your project could contribute to the outcomes and impacts described in the work programme (the pathway to impact)
- You should describe the planned measures to maximise the impact of your project ('plan for the dissemination and exploitation including communication activities')
- You should demonstrate the quality of your work plan, resources and participants

What to Consider for a Horizon Europe Proposal…!

Policy and Horizontal Considerations…

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

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

Source: EC, DG RTD, and REA

Application form (proposal template)

Same structure

The proposal contains two parts:

- **Part A** (web-based forms) is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.
- **Part B** is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.

What to Consider for a Horizon Europe Proposal…!

New features in the Horizon Europe proposal

NEW FIELDS IN PART A

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

FIELDS MOVED FROM PART B TO PART A

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

NEW IN PART B

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

European Commission

Source: EC, DG RTD, and REA

What to Consider for a Horizon Europe Proposal…!

Evaluation (award) criteria

Same criteria as in H2020

Same three award criteria: '**Excellence**', '**Impact**' and '**Quality and efficiency of the implementation**'. Excellence only for ERC.

Adapted following lessons learnt

- The number of '**aspects to be taken into account**' have been **reduced**, ensuring that the same aspect is not assessed twice
- **Open Science** practices assessed as part of the scientific methodology in the excellence criterion
- **New approach to impact**: Key Impacts Pathways (KIPs)
- The assessment of the **quality of applicants** is assessed under 'implementation', rather than as a separate binary assessment of operational capacity
- Assessment of **management structures** has been removed.

Source: EC, DG RTD, and REA

“Hints” and “Tips” for HEU Teaming Proposals…!

→Common Errors

- Proposal written as Scientific Paper
- Generic and/or insufficiently demonstrated Objectives
- **Non evident leading status of Advanced Partners**
- Non appropriate methodology for enhancement and improvement of Widening Institution
- Scientific/ Innovation Strategy of Widening Institution is **not sufficiently described and/or not aligned to national Specialization Strategy**
- **Unclear pathway and business plan to increasing competitive research funding and high level publications of Widening Institution**
- **Unclear IPR/ Innovation/ Data Management and Risk Mngt.**
- Poor allocation of resources and **non-detailed budget**
- Essential parts of the Template are disregarded…!
- Not-final…Wrong draft submitted…!

“Hints” and “Tips” for HEU Teaming Proposals…!

→What Evaluators expect

- Proposal has to convince that it will **add value and lead structural changes** to WIDENING Institution; must have **defined Objectives** and **concrete Impacts**.
- Clear description of the **competencies** and **synergies of Advanced Partners**.
- **Contribution to** and/or **alignment with national Smart Specialisation Strategy**, and **regional/European Strategies**, as well as **Change in the Widening Institution**
- Clear **Work Plan, Contingency Planning, IPR** and **Risk management** considerations, **Communication/ Dissemination Plans**, and **concrete/detailed Budget**

European Union
European Structural and Investment Funds

European Union
European Regional Development Fund

“Hints” and “Tips” for HEU Teaming Proposals…!

→ General Good Practice

- Well-organised, “flowing” text. Proposal should make the Evaluator’s “life” easier: consistent, well-written, following guidelines/templates, “built” around the Evaluation Criteria.
- Always revisit the Criteria-questions**… Stay within “Scope” and “Expected Impact”**
  (→ copy from Documentation and work around it)
- No duplications of previous works/projects, but… building on them
- Clear language and organised contents. Explain abbreviations / Use Glossary. Use tables and diagrams (relevant and easily understandable)
- Use Structure and Table-of-Contents from Templates…Use Headings and subheadings from Templates… Use Margins and Font Size / Page-Numbering / Page Limits set in Templates!

“Hints” and “Tips” for Horizon Europe Proposals…!

- **Start early!!! Get Info and Guidance!!!** (NCPs, R&I support offices of your Universities/ Institutes…)
- **Accurate, Verifiable and Professional content (refer. where needed**). NO “emphatic” statements and claims that are unsubstantiated. NO jargon or slang.
- When you write… **KISS** (keep it short & simple)… When you image/table… **KILL** (keep it large and ledible)…
- **Write for the “non-specialist” – educate te Evaluator to understand what you want to do and why it’s worth the funding**… !
- No typos or inconsistencies, no obvious cut-&-paste, no numbers that don’t add up, no missing pages…
- **<u>Proof – Read at the end…</u>**

“Hints” and “Tips” for Horizon Europe Proposals…!

- Remember… «KISS» and «KILL»… «economy» in words:

Write clearly:
Omit needless words

“The main purpose of any scientific article is to convey in the fewest number of words the ideas, procedures, and conclusions of an investigator to the scientific community. Whether or not this admirable aim is accomplished depends to a large extent on how skillful the author is in assembling the words of the English language.”

(Gaafar, 1981, “Use, misuse and abuse of language in scientific writing”)

Acknowledgement: Prof. M. Avraamides, UCY

- **European Commission’s Clear Writing Tips Campaign…:**
  https://ec.europa.eu/info/sites/info/files/clear_writing_tips_en.pdf

“Hints” and “Tips” for Horizon Europe Proposals…!

Good to follow the “Logical Framework” approach:

- WHY a project is carried out
- WHAT it is expected to achieve (and what not…)
  - →So, Project Objectives (and non-Objectives)
- WHO is going to do the work…
  - →So, Consortium and the synergies and complementarity of Partners
- HOW the project is going to achieve the above…
  - →So, Work-Plan and Phases of Work, as well as Means/ Resources to be utilized.

“Hints” and “Tips” for Horizon Europe Proposals…!

- ✓Develop end-to-end applications!
- ✓Showcase and build on trials, and develop/ further enhance any early prototypes…
- ✓Underline the Innovative, Beyond-the-State-of-Art character of your solution/ project…
- ✓Provide Public Benefits from your solution/ project…
- ✓Strengthen the community of relevant developers of technologies!
- ✓Exploit (if any) mature business concepts…
- ✓Don’t forget **Technology Readiness Level(s)**…!
- ✓Take into account relevant standards and regulations (eg. Safety and security)…!

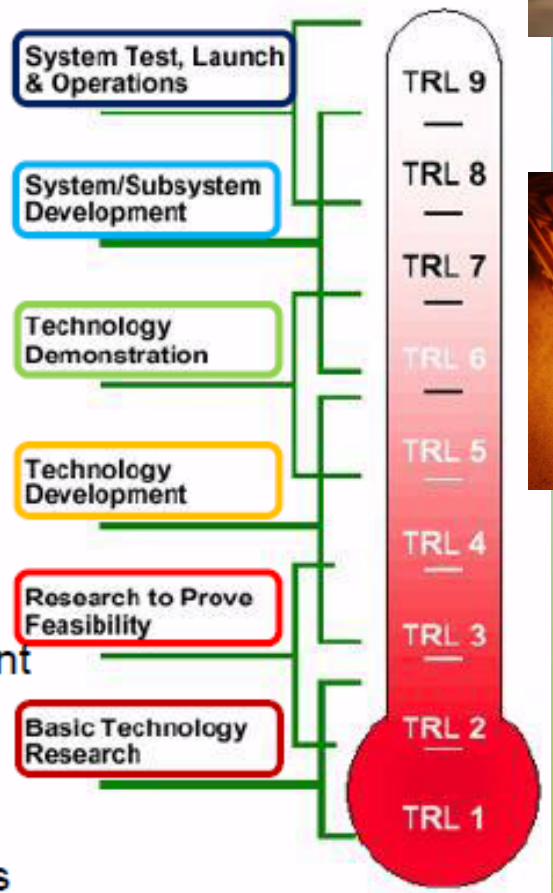
European Commission

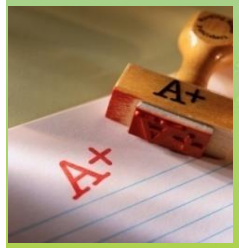
“Hints” and “Tips” for Horizon Europe Proposals…!

Technology Readiness Level – TRL

- to assess the maturity of evolving technologies during its development.

- TRL 1: Basic principles observed and reported
- TRL 2: Technology concept and/or application formulated
- TRL 3: Analytical and experimental critical function and/or characteristic proof of concept
- TRL 4: Component and/or breadboard validation in laboratory environment
- TRL 5: Component and/or breadboard validation in relevant environment
- TRL 6: Prototype demonstration in relevant environment
- TRL 7: Prototype demonstration in an operational environment
- TRL 8: System completed and qualified through test and demonstration
- TRL 9: System proven through successful mission operations





Source: EC, DG RTD, and REA

“Hints” and “Tips” for Horizon Europe Proposals…!

Successful Proposals are…

S *Specific*

M *Measurable*

A *Attainable*

R *Relevant*

T *Timely*

(Doran, G.T., 1981. Management Review)

But also, don’t forget…

The John Whitmore Model

- **SMART**
  - **S**pecific
  - **M**easurable
  - **A**ttainable
  - **R**ealistic
  - **T**ime Phased
- **PURE**
  - **The Right Goal**
    - **P**ositively Stated
    - **U**nderstood
    - **R**elevant
    - **E**thical
- **CLEAR**
  - **C**hallenging
  - **L**egal
  - **E**nvironmentally Sound
  - **A**greed
  - **R**ecorded

https://www.biggerplate.com/mindmaps/NM3mZKfq/are-your-goals-smart,-pure,-and-clear

“Hints”, “Tips”, and… Support Services…!

SMART Proposals are… “Prescreened”…!!!

- FREE (but not cheap…) guidance from Turkish NCPs
- EMME-CARE offers to Team and Collaborators

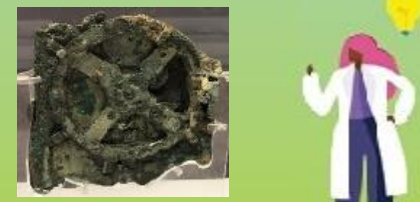
[others pay fees equivalent to Evaluation]

- EMME-CARE “Intensive Mentoring” approach:

→proof-reading / editing (“commas”/“fullstops”/“typos”…)

→“Deciphering” of EC-jargon and Addressing of Template’s Questions

→Strategy and Text Suggestions



EMME-CARE

EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

...as a… successful “Case-Study”

EMME-CARE as a successful Case-Study

EMME-CARE as a successful Case-Study

Cyprus Institute's overall Overview & Mission

THE CYPRUS INSTITUTE

A **Research** and **Educational** institution, established in 2005, and suited to a knowledge economy

A **European** institution for the Eastern Mediterranean based in Cyprus

A **Non-Governmental, Non-Profit** institution advancing peace and prosperity in the region using Science, Technology and Innovation.

EMME-CARE as a successful Case-Study

Spreading EU Excellence & Widening Participation at the crossroads of Europe, Africa, and Asia

EMME-CARE as a successful Case-Study

Cyl Research Centers

THE CYPRUS INSTITUTE

- Energy, Environment & Water (EEWRC)
- Science & Technology in Archaeology and Culture (STARC)
- Computation-Based Science & Technology (CaSToRC)
- **Climate and Atmosphere (CARE-C)**

→ **WIDESPREAD TEAMING Centre-of-Excellence**

EMME-CARE as a successful Case-Study

Research Achievements

Competitive Grants

>€68m

Scientific Publications

>1000

Active Research Projects

64

Research Staff

>200

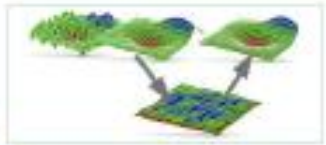
Research Laboratories

16

EMME-CARE as a successful Case-Study

Horizon 2020 ...esses

ERA Chairs



Modelling and SIMulation for Engineering Applications (SimEA) €3.2 M

Only Institution in Cyprus Awarded Two ERA Chairs

...torates (EJD)

HPC-LEAP
EUROPEAN JOINT DOCTORATES

High Performance Compu... Life sciences, Engineering a... Physics (HPC-LEAP) €3.7 M

Simulation in Multiscale ...hysical and Biological ...ms (STIMULATE)

Only Institution in Europe Awarded Two EJD's

WIDESPR...

NESTER
NETWORKING FOR EXCELLENCE IN SOLAR THERMAL ENERGY RESEARCH

NESTER: Networking for Excellence in Solar Thermal Energy Research

PROMES

...ice in the ...ean

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST - CLIMATE & ATMOSPHERE RESEARCH CENTRE

The Cyprus Institute

www.cyi.ac.cy

EMME-CARE as a successful Case-Study

MISSION

We pursue
cross-disciplinary research
In the area of:
Climate, Atmosphere, Environment
With
EU-oriented
Regional Focus
in the
Eastern Mediterranean
Middle East region

IMPLEMENTATION

- ✓ **Scientific Excellence**
- ✓ **Innovation**
- ✓ **Impacts** (Policy, Economy, Society, etc)

Spreading Excellence & Widening Participation in Horizon Europe

WIDERA Teaming

The way to achieve it

CENTRE OF EXCELLENCE

- ✓Development of **Autonomous R&D agenda**
- ✓Establishment of **Strategic Partnerships**
- ✓Recruitment of **International Research Staff**
- ✓Upgrade of **Competitive Research Infrastructures**
- ✓Integration into **Regional/National Clusters & Ecosystems**

European Commission

EMME-CARE as a successful Case-Study

2015 TWINNING

NESTER
NETWORKING FOR EXCELLENCE IN SOLAR THERMAL ENERGY RESEARCH

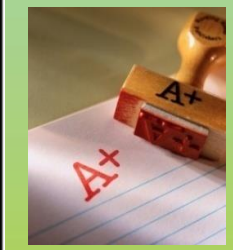
2016 ERA-CHAIR

2017 TEAMING (1st) ⇨ **2019** Centre of Excellence

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

Climate Change & Air Pollution

STRATEGIC "WIDENING" STEPS...!



EMME-CARE as a successful Case-Study

Establish CoE as a "Spreading Excellence" bridge between EU & Middle East

Leveraging the strategic location of Cyprus as a European Union Member State, Island of the Mediterranean, in the Middle East

EUROPEAN UNION

Research Infrastructure

EU SOLARIS · ACTRIS · PRACE

Competitive Funds

Life · HORIZON 2020 · esa European Space Agency Agence spatiale européenne · cost

MIDDLE EAST

Regional Nodes & Clusters

futurearth research for global sustainability · MedEC Mediterranean Experts on Climate and environmental Change · MENACORDEX

Regional Research networks

KISR · USJ · KAUST · ZAYED UNIVERSITY

EMME-CARE as a successful Case-Study

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

Establish a knowledge hub for AIR POLLUTION & CLIMATE CHANGE research, aiming at sustainable solutions, addressing societal challenges of CYPRUS and the EMME region

THE CYPRUS INSTITUTE — **Atmosphere & Climate Division**

UNIVERSITY OF HELSINKI

cea

Horizon2020 – WIDESPREAD – Teaming

HORIZON 2020

7-year project
Started
01/09/2019

Budget: >45M€

EMME Top Research Institutions

THE CYPRUS INSTITUTE

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

New Centre of Excellence

Cyprus Academia and Public Departments

European Commission

EMME-CARE as a successful Case-Study

EMME-CARE Specific Objectives

EMME-CARE
EASTERN MEDITERRANEAN MIDDLE EAST – CLIMATE & ATMOSPHERE RESEARCH CENTRE

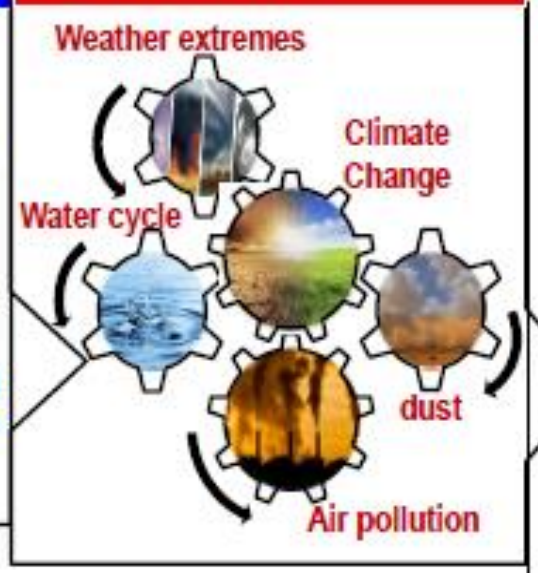
Fill the gap of
OBSERVATIONS
for a better **PREDICTION**
of the **IMPACTS**
in order to support national (mitigation/adaption)
POLICIES
with **INNOVATIVE** solutions

Environmental Observation Dept.

Atmospheric composition:
Emissions, Distribution, Trends

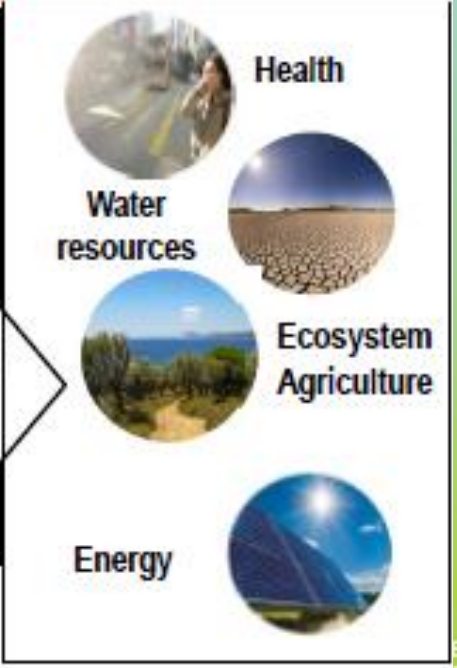
Environmental Predictions Dept.

Climate system processes
Numerical models, feedbacks



Impact & Policy Dept.

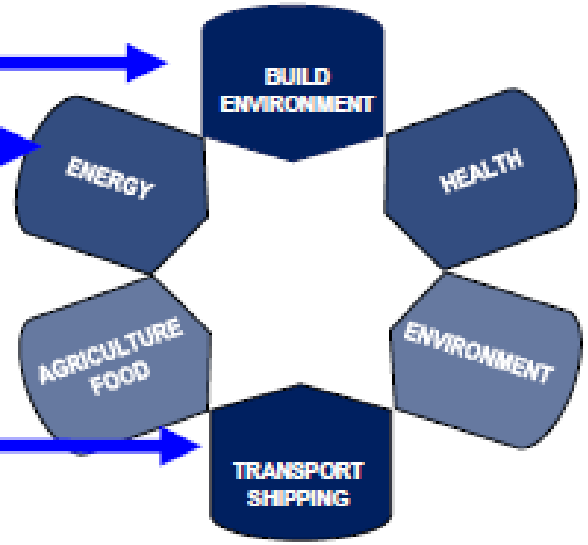
Regional impacts:
Energy – Water systems & Policy, public health, economic sectors, societal resilience



EMME-CARE as a successful Case-Study

Alignment With CYPRUS smart specialization (S3Cy)

S3CY
SMART SPECIALISATION STRATEGY CYPRUS



The main economic sectors emitting CO_2 are the main priorities of the Cyprus Smart Specialization Strategy

EMME-CARE as a successful Case-Study

Climate Action is a top priority for Cyprus UN Sustainable Development Goals

- Cyprus is ranking last in the EU28 SDG Index
- Climate Actions among the main challenges for Cyprus with currently no improvements

EMME-CARE as a successful Case-Study

National Network of Quadruple/Quintuple Helix

Cyprus University of Technology | FREDERICK UNIVERSITY | University of Cyprus | European University Cyprus

EXCELSIOR | CMMI/MaRITeC-X | RISE UP – Research Centre on Interactive Media Smart Systems and Emerging Technologies

Academia and 'Teaming' CoEs

Research Projects
Publications

OEB

Associations NGOs

Dissemination
Networking

Innovation Projects
Services, Access to R.I.

Private Stakeholders

Yaditess – Advanced Integrated Technology Solutions & Services

VASSILIKO CEMENT – SINCE 1963

CYPRUS CHAMBER OF COMMERCE AND INDUSTRY

Staff affiliation, Education, Training

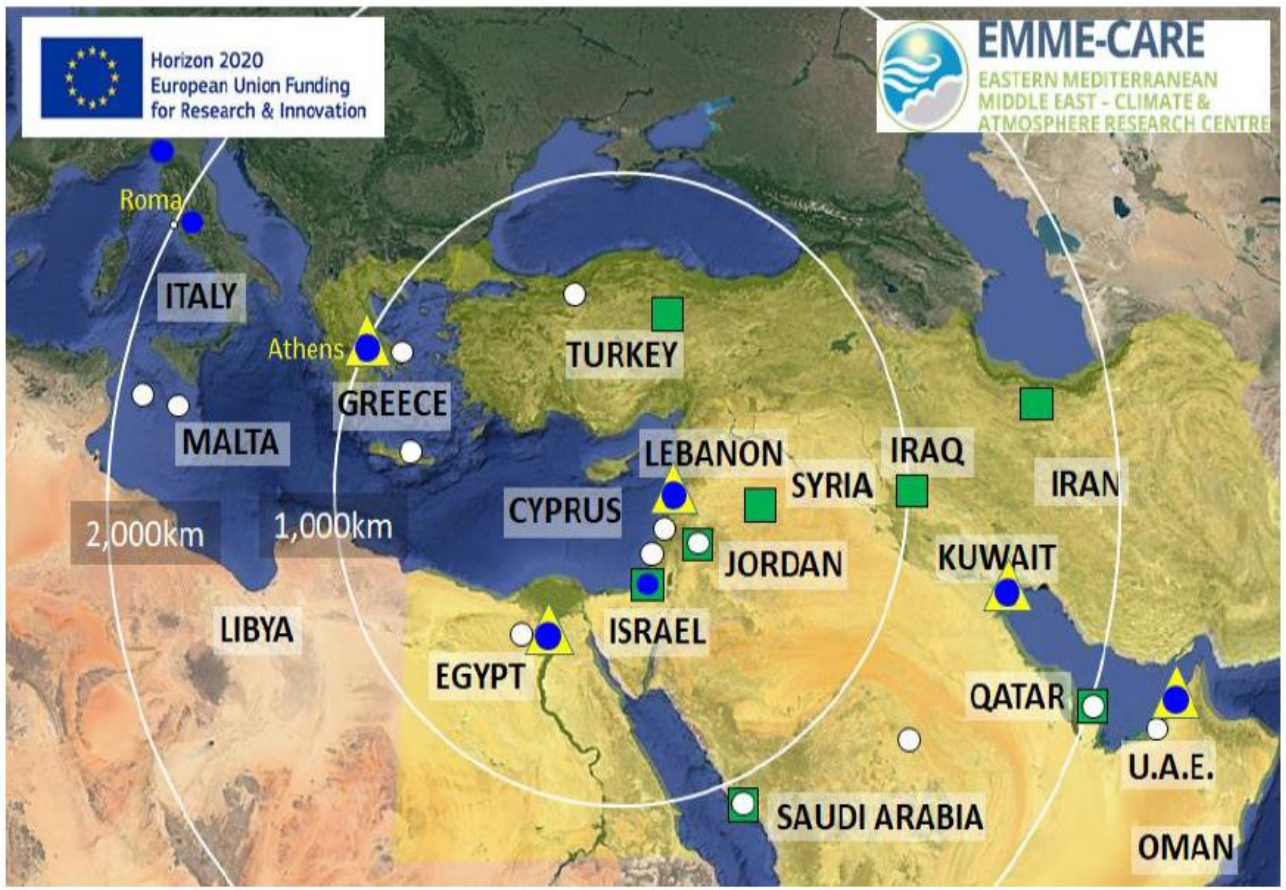
Services, MoUs, Implementation of National Action Plans, Policy consultancy

Government Departments of the Republic of Cyprus

DEPARTMENT OF ENVIRONMENT | Τμήμα Γεωλογικών Έρευνων | CYPRUS DEPARTMENT OF METEOROLOGY | ΤΜΗΜΑ ΔΑΣΩΝ DEPARTMENT OF FORESTS | Nicosia General Hospital | MINISTRY OF DEFENCE | ΠΟΛΙΤΙΚΗ ΑΜΥΝΑ ΚΥΠΡΟΥ

EMME-CARE as a successful Case-Study

Regional Network for R&I in Climate and Air-Pollution



- Partners with existing MoU
- Partners with planned MoU
- Established
- To be established

BUDGET: 1M€ (2020-2024)

- ✓ Affiliation of Faculty
- ✓ Joint Research projects
- ✓ Joint PhD
- ✓ Technical Staff exchange

Source: EMME-CARE
GA.no886612

EMME-CARE's Research & Innovation Support-Operations Unit

- *adheres to* ***International Standards and Praxis of International Associations and Networks for Research Management & Admin,***
- *aligns* ***with "ERA"/ "WIDENING" and International Programmes/ Calls/ Tenders/ Collaborations/ Networking/ Communication, etc.***

EARMA - European Association of Research Managers & Administrators

EURAXESS-Researchers in Motion: Support Services for Mobile Researchers & their Careers

BESTPRAC (COST) - Building a Network of Administrative Excellence

UN-SDSN-Cy Cyprus Chapter

HRS4R – Human Resources Strategy for Researchers

Project Management Institute Cyprus

Employer of Gender Equality Certification

(CY-Min.of.Labour)

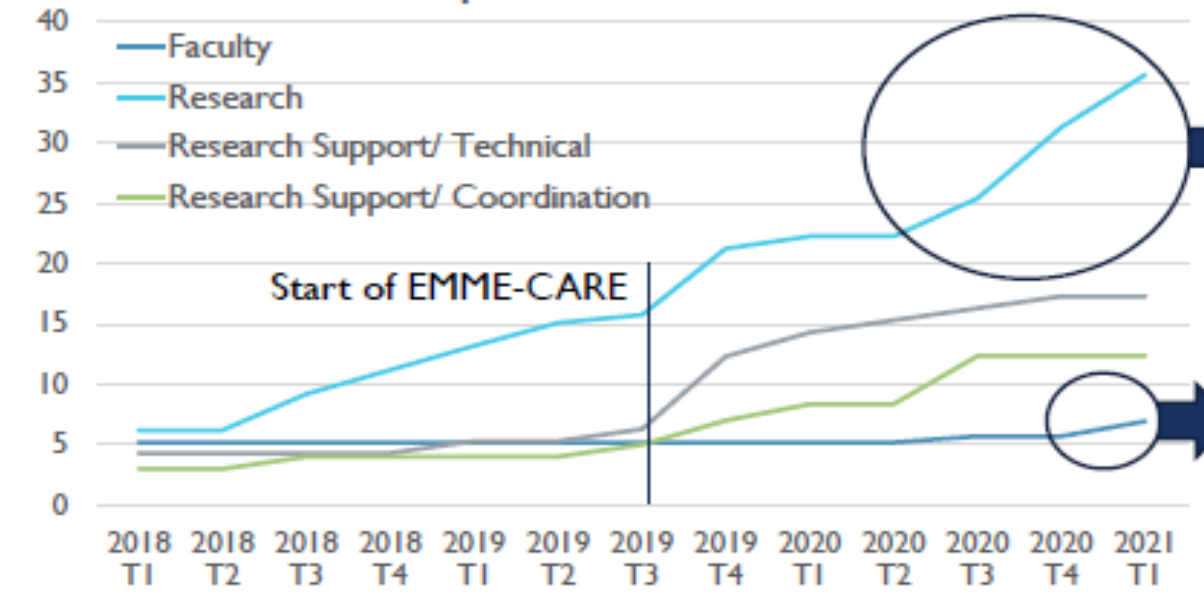
EOC – European Office Cyprus

(and Rep. in Brussels)

European Commission

EMME-CARE as a successful Case-Study

KPI-2: A Centre of Excellence with international attractiveness



+ 15 young researchers
(Joint PhDs + Post-docs)

+ 4 international Faculty

Met Office

UNIVERSITY OF HELSINKI

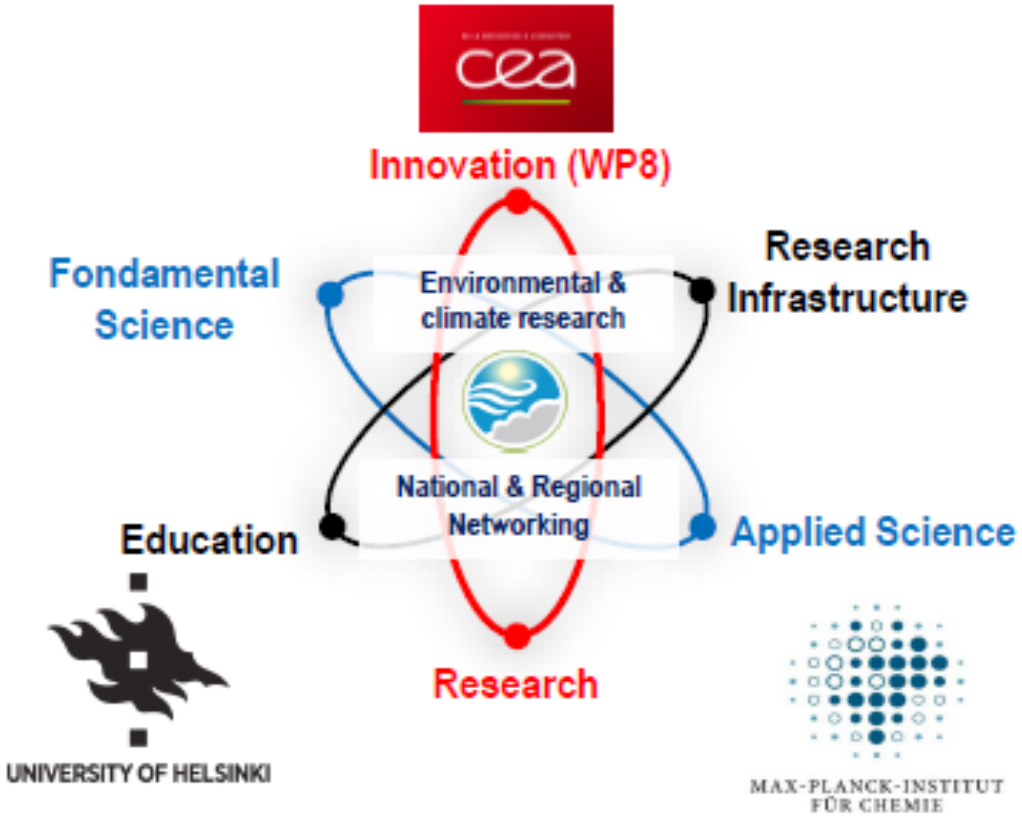
cea

✓15 different nationalities !!!
✓50% non-Cypriot research staff
✓1/3 Cypriots repatriated

EMME-CARE as a successful Case-Study

Contribution of the 3 (EU) Advanced Partners : The recipe of success

Perfect alignment between Expertise and EMME-CARE WPs



High complementarity in Research topics

	Air Pollution	Greenhouse Gases	Climate
UNIVERSITY OF HELSINKI	✓		
cea		✓	
MAX-PLANCK-INSTITUT FÜR CHEMIE			✓

Strong collaboration between top world scientists

Markku KULMALA, Academy Professor
Director of Institute for Atmospheric and Earth System Research (INAR), Advanced Partner PI (UH)

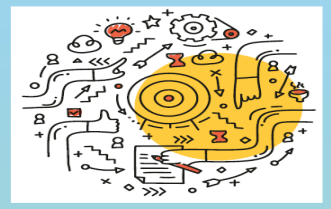
Philippe CIAIS, Professor
Academy of Science, Research Director at LSCE (CEA, CNRS, UVSQ), Advanced Partner PI (CEA)

Jos LELIEVELD, Professor
Director of Max Planck Institute for Chemistry
Advanced Partner PI (MPG)

EMME-CARE's successful Work-Distribution & Engagement

WP Number[9]	WP Title	Lead beneficiary[10]	Person-months[11]	Start month[12]	End month[13]
WP1	Coordination and Management	1 - CYI	360.00	1	84
WP2	HR Recruitment and Mobility Programme	1 - CYI	147.00	1	84
WP3	Education and Training Office	4 - UH	181.00	6	84
WP4	Physical and Research Infrastructures	4 - UH	264.00	1	84
WP5	Environmental Observations Department	3 - CEA	308.00	1	84
WP6	Environmental Predictions Department	2 - MPG	327.00	1	84
WP7	Impact and Policy Department	2 - MPG	282.00	12	84
WP8	Innovation Department and Boost Projects	3 - CEA	335.00	1	84
WP9	Dissemination, Exploitation, and Communication	1 - CYI	167.00	1	84
WP10	Ethics requirements	1 - CYI	N/A	1	84
		Total	2,371.00		

EMME-CARE as a successful Case-Study



Messages

Spreading Excellence & Widening Participation in Horizon Europe

Inspiring Vision and Solid Mission…
"SMART" – "PURE" – "CLEAR" Objectives…
Measurable KPIs… Detailed Work/Business Plans…
Engaged/Dedicated Advanced Partners…

Alignment and consistency with Smart Specialization Strategy and Strategic Documents of Region and EU…

Become a "Spreading Excellence" and "Widening Participation" Lighthouse for your country and region

Contact Details – Acknowledgements – Thank You

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The Cyprus Institute

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Thank you

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- DG-EAC
- REA and EASME
- NCP_WIDE NET
- **CY-NCP (RIF) & ITA-NCP (APRE)**