Horizon Europe: Building your organisation strategy and research profile

Horizon Europe Infodays 2022

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This project is co-financed by the
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Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından
finanse edilmektedir

TURKEYin
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

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

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What we will cover here

The course and this module

Be part of a winning consortium

- Build your profile
- Show your strengths
- Approach potential partners and consortia
- Negotiate your part and your budget

Your first time in EU Funding

A few facts:

- ☑ Most opportunities require collaboration
- ☑ You need experience in EU Funding to win EU Funding
- ☑ You cannot do it all alone
- ☑ *You need to learn to walk before you learn to run*

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Coordinator or Participant?

- Requires experience
- A lot more resources
- Ability to manage the project
- A clear strategy in every aspect
- Excellent knowledge of Framework Programmes
- A strong network of partners

- Experience can be acquired
- Less resources
- Manage your organisation
- A strategy for you
- Knowledge of FPs useful not necessary
- Less commitment

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A roadmap to participation

Create a Strategy

Step 1:
Understand the problem

Step 2:
Create your R&I profile

Step 3:
Assemble your team

Step 4:
Identify Opportunities

Step 5:
Introduce your Organisation

Step 6:
Prepare a Concept

Step 7:
Pitch your offer/concept

Step 8:
Join a consortium

Step 9:
Contribute Actively

Step 10:
Negotiate budget

Step 11:
Finalize and Submit

Step 12:
Follow up

Step 1: Understand the problem

Commission Priorities for the next 4 years

- **European Green Deal**
  First Climate-neutral continent, resource efficient economy

- **Europe fit for Digital Age**
  Empower people with new generation of Technology

  Economy that works for People
  Attractive investment environment, quality jobs

Stronger Europe in the World
Champion multilateralism and rules-based order

- **Promoting European way of Life**
  Protection of rule of law, justice, core values

- **New push for European Democracy**
  Bigger say to European citizens, protect democracy

Recovery Plan for Europe: Next Gen EU

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Step 1: Understand the problem

Study EU Policies & understand the challenges

- Strategic Plan 2021-24
- Strategic Plan Analysis
- Work Programme 2021-22
- Proposal Template
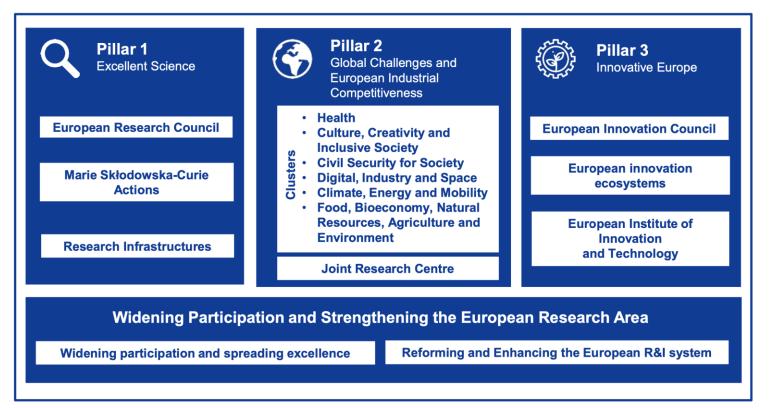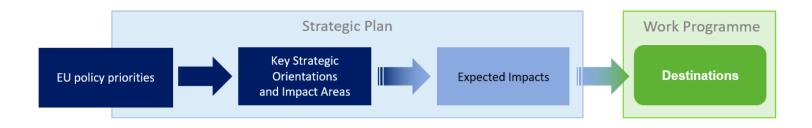- Get familiar with Legal Documents (MGA, CA)

Step 1: Understand the problem

Structure of Horizon Europe

Pillar 1
Excellent Science

European Research Council

Marie Skłodowska-Curie Actions

Research Infrastructures

Pillar 2
Global Challenges and European Industrial Competitiveness

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

Joint Research Centre

Pillar 3
Innovative Europe

European Innovation Council

European innovation ecosystems

European Institute of Innovation and Technology

Widening Participation and Strengthening the European Research Area

Widening participation and spreading excellence

Reforming and Enhancing the European R&I system

Step 1: Understand the problem

From EU priorities to Strategic Plan to Work Programme

6	4	32	3	6	34
Priorities of EU	Key Strategic Orientations	Expected Impacts	Pillars	Clusters	Destinations

Step 1: Understand the problem

Horizon Europe Priorities

A // Digital Transformation

Promoting an open strategic autonomy by leading the development of key digital, enabling and emerging technologies, sectors and value chains to accelerate and steer the digital and green transitions through human-centred technologies and innovations

B // Environmental Protection

Restoring Europe's ecosystems and biodiversity, and managing sustainably natural resources to ensure food security and a clean and healthy environment

C // Sustainable Development

Making Europe the first digitally enabled circular, climate-neutral and sustainable economy through the transformation of its mobility, energy, construction and production systems

D // Resilience & Inclusivness

Creating a more resilient, inclusive and democratic European society, prepared and responsive to threats and disasters, addressing inequalities and providing high-quality health care, and empowering all citizens to act in the green and digital transitions

Titles outside the boxes are arbitrary, perception of the speaker.

Step 1: Understand the problem

A sample: Orientation D - Resilient, Inclusive and Democratic European society

IMPACT AREAS
- A resilient EU prepared for emerging threats
- A secure, open and democratic EU society
- Good health and high-quality accessible healthcare
- Inclusive growth and new job opportunities

1/ Health	2/ Culture	3/ Security	4/ Digital	5/ Climate	6/ Food
Health	Culture, Creativity and Inclusive Society	Civil security for society	Digital, Industry and Space	Climate, Energy and Mobility	Food, Bioeconomy, Natural Resources, Agriculture and Environment
Comminicable & non-communicable diseases. Fair access to high quality health care. Early threat detection, public emergencies.	Social, economic, gender, cultural inequalities. Inclusion, non-discrimination social protection, empowerment. Migrants, cultural heritage protection.	Free movement, integrity of Schengen Area. Civil Security. Border management, Disaster Risk, Maritime Security, Migration-Asylum.	Access to technologies and skills. Copernicus, Galileo/EGNOS emergency, security.	New way to involve & engage citizens in low-carbon transition. Sustainable economy.	Innovative governance models. Sustainability and resilience Enhanced, shared view of knoeledge.

Step 1: Understand the problem

How Horizon Europe Work Programmes are structured

Work Programme 2021-22

- General Intro
- MSCA
- RI
- 6 Clusters
- EIC
- WIDENING

Documents :

- Strategic Plan 2021-24
- Work Programme 21-22
- Proposal Template
- Model Grant Agreement (MGA)

Step 1: Understand the problem

CHECKLIST

☐ Did you understand the challenges?

☐ Do you have any idea, service, product that could contribute to a solution?

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Step 2: Create your R&I profile

Identify your strengths

- What do you do well?
- What separates you from competition?
- What are your strong assets?
- What can you offer that others cannot?

SWOT diagram:

WEAKNESSES
- Organizational Capacity
- Budget Constraints
- Community Inclusion

THREATS
- Aging Infrastructure
- Disengagement

STRENGTHS
- Partnerships
- Sense of Community
- Start Up Funding

OPPORTUNITIES
- Communications Branding
- Affordability
- Digital Infrastructure

Step 2: Create your R&I profile

Prepare a profile

1. Name
2. Country
3. PIC
4. Website
5. Short Description
6. Description (Activities)
7. Competencies
8. Main Role in the Project
9. Key Personnel (Golden Paragraphs)
10. Publications, Products, Services

Step 2: Create your R&I profile

What is a "Golden Paragraph"?

Your personal "elevator pitch":

Mr. ………………… is the R&D Director of ACME. He is a Certified Project Manager (PMP ©) and an ISO Quality Auditor (ISO) with more than ……. years of knowledge and experience in ICT integration projects and SW development. He holds a Diploma in ……………… from ………………………. University (UK) and a M.Sc. in ………………… from ……………….University. He has worked for more than ….. years as a senior researcher in the field of……………. dealing with technology enhanced ………………… The last 8 years he is specializing in project management of large ICT and R&D projects in multinational environments (FP7, INTERREG & MED Community Initiative, structural funds and other) having successfully coordinated more than R&D 25 projects.

Step 2: Create your R&I profile

Present your Solution/Tech Stack

The set of tech solutions, tools, platform, infrastructure you use to offer your services.

Use it prove that you have a strong and reliable infrastructure and you know what you do.

- *http://www.slideshare.net/meet.hak/facebook-technology-stack*
- *http://techstacks.io*
- *http://stackshare.io*

Step 2: Create your R&I profile

CHECKLIST

☐ Do you have a PIC?

☐ Do you have a R&I profile?

☐ Do you need a technology stack? Do you have one?

☐ Are you familiar with the tools?

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Step 3: Assemble your team

Make sure you have the mandate

Compliance with the R&I agenda of your organization

Approval of hierarchy (official procedure might be needed)

Support from other colleagues and internal supporting structures (if any)

Make sure ON TIME you will have support from your organisation, BEFORE starting to look for opportunities and consortia. Protect your credibility in the network !

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Step 3: Assemble your team

Create a core team to support you

You need people who:

Have comprehensive **technical understanding**

Are fluent and accurate in **English**

Have ability to **think** through detail and spot problems

Have great **imagination** and ability to see opportunities

Team can be inter-organisational.
Join forces with complementary partners in your country and abroad.

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Step 4: Identify Opportunities

Find the calls that are relevant to you

Identify your call(s)

- Scan Work Programmes for relevant to your interests calls

- Study the call text

- Study new Proposal Template

- Study General Annexes of WP

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Step 4: Identify Opportunities

What do you need to consider

Eligibility

- Is the call for you?
- Are you eligible?
- Is it worth it?
- Do you need partners?

Relevance

- Do you have a solution?
- Do you address any challenges of the call?

Capacity

- Can you write?
- Can you co-fund?
- Can you implement?

If answer to ALL above questions is YES ->

Step 4: Identify Opportunities

Map what you can do

CALL TOPIC	CAPABILITY
HORIZON-**CL4**-2021-TWIN-TRANSITION-01-08: Data-driven Distributed Industrial Environments (IA)	We have valuable experience in data aggregation and dissemination and a Content Collection and Dissemination platform. See XXX
HORIZON-**CL4**-2021-TWIN-TRANSITION-01-10: Digital permits and compliance checks for buildings and infrastructure (IA)	We can bring experience in compliance & digital certifications from electrical product (white appliances industry).
FCT02-1.2021 (RIA) – Modern biometrics used in forensic science and law enforcement **(CL3)**	We have worked with collecting, storing, analysis, anonymizing biometric data in H2020 Projects (XXX, XXX)
HORIZON-**CL2**-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions	Our company has a data aggregation and sentiment analysis platform used by more than 10 museums

Step 4: Identify Opportunities

Check the budget of each call

HORIZON-CL2-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions	
Expected EU contribution per project	The EU estimates that an EU contribution of between **EUR 1.50 and 2.50 million(s)** would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative Budget	The total indicative budget for the topic is **EUR 7.00 million.**
No of proposals to be funded	**6 - 7 proposals**

Step 5: Introduce your Organisation

(To whom?) Identify your potential partners

What kind of partners/consortia are you looking for?

- Successful, complementary organisations

- Experienced in Framework Programmes

- Working in an area of interest, related to a call you have identified

- Extrovert and willing to collaborate

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Step 5: Introduce your Organisation

Where to introduce

Where should you look for such partners?

- Horizon Results Platforms

- Cordis

- Linkedin Groups

- EEN: European Enterprise Network

- Net4Society

- Ideal-IST

Step 5: Introduce your Organisation

☐ Organisation Website

☐ Organisation Profile (Linkedin)

☐ R&I Profile

☐ Technology Stack

☐ Updated Team Profiles (Linkedin)

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Step 6: Prepare your Concept

How to prepare a concept note

Challenge & Scope
- What is the calls challenge, what is your concept?

Strategic Objectives
- How do you address the challenges?

Specific Challenges
- Mapped against call requirements to achieve required impact

Work Packages
- Define WBS
- Assign Resources
- Time & Cost

Deliverables
- What are you going to deliver?

- Describe your solution (to the call's challenge)
  - What do you have?
  - What do you need?
- Where can you find it?

Step 6: Prepare your Concept

A concept note template for Horizon Europe (I)

CALL	HORIZON-CL2-HERITAGE-2021-01-06 Cultural and creative industries as a driver of innovation and competitiveness
CALL DATA	Publication date: April 2021 / Deadline Date: 15 Jun 2021 17:00:00 (Brussels) Total Call Budget: €7,000,000 / Cluster 2: **Culture, Creativity and Inclusive Society**
SCOPE	The cultural and creative industries (CCI) are an important source of growth and job creation in the European economy…The challenge is to understand how to realise the full potential of CCIs as a driver for innovation, create stronger links with other sectors and contribute to strengthening the European economy, society and its sustainability.
OBJECTIVE	Proposals should explore the innovation potential of the CCI, their role as drivers of innovation in other sectors and the potential for strengthening competitiveness.
	• Strengthening links between science and art • Study new technologies, new business models, skills development, new distribution and/or promotion models • identify policy measures for further strengthening the competitiveness and drawing benefit from the innovation potential of the sector in the EU and the international markets.
BUDGET	Contribution of 2.5-3.5 mil. Type of Action: **Research and Innovation Action** Funding rate: 100%

Step 6: Prepare your Concept

A concept note template for Horizon Europe (II)

TITLE / ACRONYM	AmazeME: "Find a catchy & Descriptive title"
WHY ? (BACKGROUND)	• What problem you trying to address. Why bother? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
SOLUTION?	What is the proposed solution ?
HOW?	• How is it going to be achieved ? • What will be the outcomes? How are you going to validate them? • Expected results - what will come out of the project? • Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? Any exploitation/commercial plans? • Will it make an impact? What will be changed? Post project situation
CONSORTIUM	COORDINATOR / PARTNERS (Name / Web Site / Role in the Project / Contacts)
PROPOSED BUDGET	Per Partner / Per WP / Per Task

Step 7: Pitch your concept

How to present your offer

R&D Collaboration Opportunity under Horizon Europe:

- Dear ....,

- I took the liberty of contacting you because we are working on some ideas/solutions/ products related to the following calls under Cluster 2: http://ec.europa.eu/research/.....

- Our idea/solution/product is tested and could be…

- In addition to our organisation we could also bring a very strong end user from the XXX domain. Our institution (www.xxx.com) could support extensively in the proposal preparation. You can see a short presentation of our activities here (website, profile).

- Of course, if you are interested I'll be happy to elaborate.

- I hope we will have the chance to work together and prepare a successful proposal.

- Looking forward to your feedback. You can reply directly to my email: xxxx @ xxx. xx

Step 8: Join a consortium

Negotiate your participation

Sell your organisation

Competences, Capabilities, Knowledge, Solutions, Knowhow.
Convince coordinator and partners that you will **add technical value.**

Bring your network

Bring a valuable partner to the consortium. A client, a partner, an end user, a public organisation necessary to the call.

Value chain and geographical coverage

Sell your position in the value chain and in Europe.
You should complete the value chain and expand the geographical coverage.
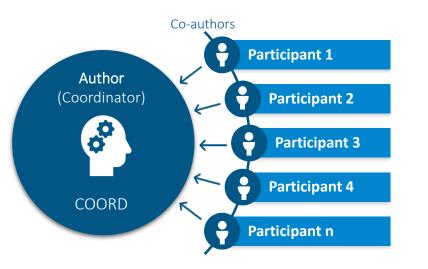
Step 9: Contribute Actively

Be a valuable participant

Co-authors

- Author (Coordinator) COORD
- Participant 1
- Participant 2
- Participant 3
- Participant 4
- Participant n

1. Be a valuable member of the team
2. Contribute as much as you can
3. Know what you can do/want to do
4. Take responsibility for tasks
5. Assign resources (person months)
6. Estimate Other Costs

Step 10: Negotiate Budget

Budget depends on contribution

1. Know the call budget

2. Have a rough idea of what you want to do

3. Ask what's the initial estimation.

4. Final budget after detailed resources allocation.

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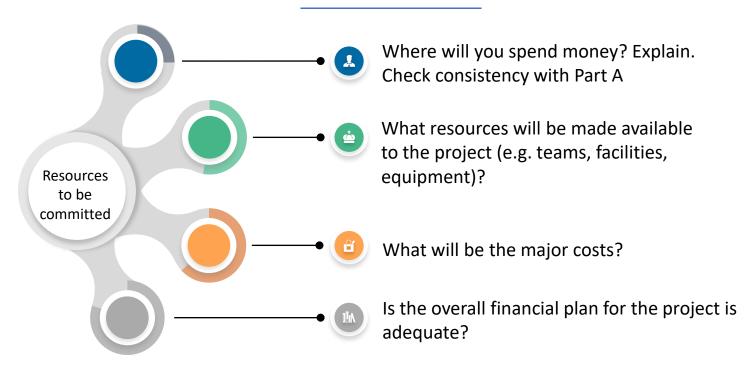
Step 10: Negotiate Budget

Identify Costs, Estimate resources

Resources to be committed

Where will you spend money? Explain. Check consistency with Part A

What resources will be made available to the project (e.g. teams, facilities, equipment)?

What will be the major costs?

Is the overall financial plan for the project is adequate?

Step 10: Negotiate Budget

Understanding the costs categories

ELIGIBLE COSTS	INELIGIBLE COSTS
DIRECT (Actual)	• Deductible VAT (Note: nondeductible/non identifiable VAT is eligible)
• **A. Personnel costs** (incl. employer's costs)	• Losses due to fluctuation of exchange rates
• B. Subcontracting	• Interest owed
• C. Purchase (Travel, Equipment, other)	• Provisions for future losses or debts
• D. Other (Fin Support, Internal invoices, Research Infrastructures, PCP, EU Partnership, Cofund, ERC, EIC)	
INDIRECT (25% on all Direct Exp. Subcontracting)	
• E. Overhead	

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Step 10: Negotiate Budget
A. Personnel Costs

- Employee costs (or equivalent)
- Natural persons working under a direct contract
- Personnel seconded by a third party
- SME Owners: owners of SMEs not receiving a salary

Step 10: Negotiate Budget

B. Subcontracting

EXAMPLES:

- *Contract for specific part of the research (Secondary)*
- *Contract for Test and analysis of a new product*

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- Always check specific rules

- Business Conditions

- Only small amount
  (<15-20% of the partner's budget)

- Avoid it if you can

Step 10: Negotiate Budget

C. Purchase Costs

Travel and Subsistence

- **Transportation**
  - Number of Trips
  - Destinations
  - Duration of travels
  - Number of people traveling
- **Flat Subsistence Allowance**
  - *eligible if in line with beneficiary's usual practices on travel*

Equipment (only Depreciation)

- Always verify specific rules
- Depreciation (not full cost)
- According to National Legislation

Other Goods, works and Services

- Short Consultancies
- Catering
- Printing services
- Etc.

Step 10: Negotiate Budget

D. Other Costs

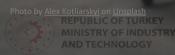| D. Other cost categories							
D.1 Financial support to third parties	D.2 Internally invoiced goods and services	D.3 Trans-national access to research infrastructures	D.4 Virtual access to research infrastructures	D.5 PCP/PPI procurement costs	D.6 European Partnership Cofund additional coordination and networking costs	D.7 Euratom Cofund staff mobility costs	D.8 ERC additional funding

D1. Financial Support to 3rd Parties
D2. Internally invoiced Goods and Services
D3. Transnational Access to Research Infrastructure
D.4 Virtual Access to RI
D.5 PCP/PPI procurement costs
D.6 EU Partnership Cofund additional Coordination/ networking
D.7 Euratom Cofund Staff
D.8 ERC Additional Funding

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Step 10: Negotiate Budget

E. Indirect Costs

- Necessary for every functioning organisation
- Connected to productive personnel
  - Utilities
  - Office costs
  - Communications
- How to determine the % ?
FLAT 25% of ALL Direct costs *(except Subcontracting)*
- They do NOT have to be justified

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Step 10: Negotiate Budget

How flexible are you?

- Actual costs may differ from estimated eligible costs.

- Budget Transfer between Beneficiaries or between budget categories without Amendment

If incurred costs < estimated, difference to another partner or budget category. If significant change in planned work, amendment is needed

Step 10: Negotiate Budget

What is a person month?

One Person working for 3 months (Full time)

=

3 Persons working for 1 month (Full time)

=

6 Persons working for ½ month

ANY DURATION

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Step 10: Negotiate Budget

Estimate your budget: Work Breakdown Structure (WBS)

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total
COORD	17,0	3,0	26,0	0,0	2,0	0,0	8,0	0,0	2,0	**58**
PART 2	1,0	4,0	12,0	10,0	3,0	1,0	0,0	14,0	1,0	**46**
PART 3	**2,0**	**2,0**	**0,0**	**0,0**	**0,0**	**0,0**	**32,0**	**0,0**	**6,0**	**42**
PART 4	3,0	1,0	0,0	0,0	17,0	17,0	2,0	0,0	2,0	**42**
PART 5	1,0	0,0	0,0	3,0	10,5	9,0	5,0	0,0	5,5	**34**
PART 6	2,0	21,0	2,5	1,0	2,0	0,0	2,0	4,5	4,0	**39**
PART 7	1,0	0,0	2,0	0,0	0,0	0,0	0,0	0,0	12,0	**15**
PART 8	1,0	2,0	2,0	5,0	2,0	0,0	2,0	4,0	2,0	**20**
PART 9	2,0	0,0	6,0	18,0	0,0	0,0	2,0	2,0	2,0	**32**
Total	**30,0**	**33,0**	**50,5**	**37,0**	**36,5**	**27,0**	**53,0**	**24,5**	**36,5**	**328**

Step 10: Negotiate Budget

Estimate your budget: Average Person months

Profile	PM Cost	PM	Total
Director	8.000,00 €	2	16.000,00 €
Senior Researcher	5.000,00 €	20	100.000,00 €
Junior Researcher	2.500,00 €	20	50.000,00 €
		42	**166.000,00 €**
	AVERAGE COST:		**3.950 €**

Average Person Month Cost = weighted mean value of the different profiles

Taken into account only for Proposal Phase. During Project Implementation you need actual costs.

Step 10: Negotiate Budget

Estimate your budget: Average Person months

No	Participant name	Country	Estimated eligible costs										EU contribution to eligible costs						Total estimated income
			A. Personnel costs/€ (a1)	B. Subcontracting costs/€ (b)	C. Purchase costs			D. Other cost categories	E. Indirect costs/€ (e) = 25% * [(a1) + (c1) + (c2) + (c3) + (d6) + (d7) + (d8) + (d10) + (d11)]	Total eligible costs (h) = (a1) + (b) + (c1) + (c2) + (c3) + (d) + (e)	Funding rate (U)	Maximum EU contribution to eligible costs (l) = (U) * (h)	Requested EU contribution to eligible costs/€ (Requested grant amount) (m) (n)	Income generated by the action (o)	Financial contributions (q)	Own resources (r)	(s)=(n) +(o)+(p)+ (q) + (r)
					C.1 Travel and subsistence/€ (c1)	C.2 Equipment/€ (c2)	C.3 Other goods, works and services /€ (c3)	D.X [specific cost category] /€ (dx)										
1	Participant 1	NL																
2	Participant 2	LB																

A. PERSONNEL COSTS	B. SUB-CONTRACTING COSTS	C. PURCHASE COSTS	D. OTHER COSTS	E. INDIRECT COSTS	TOTAL ELIGIBLE COSTS	EU CONTRIBUTION
€ 166.000	€ 0	€ 14.000	€ 0	€ 45.000	€ 225.000	€ 225.000
				25% * (A + C + D)	T=A+B+C+D+E	RATE = 100 % or 70% EU CON = RATE% * T
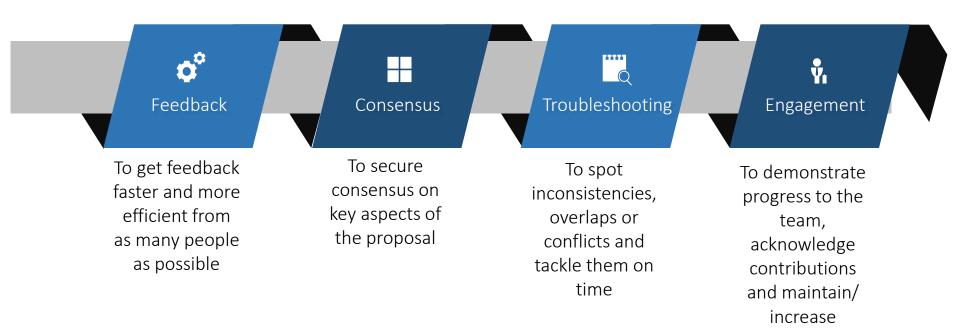
Step 11: Finalise and submit

Agile Proposal Writing

Feedback	Consensus	Troubleshooting	Engagement
To get feedback faster and more efficient from as many people as possible	To secure consensus on key aspects of the proposal	To spot inconsistencies, overlaps or conflicts and tackle them on time	To demonstrate progress to the team, acknowledge contributions and maintain/ increase engagement

Step 11: Finalise and submit

Submit the proposal

- Coordinator's job
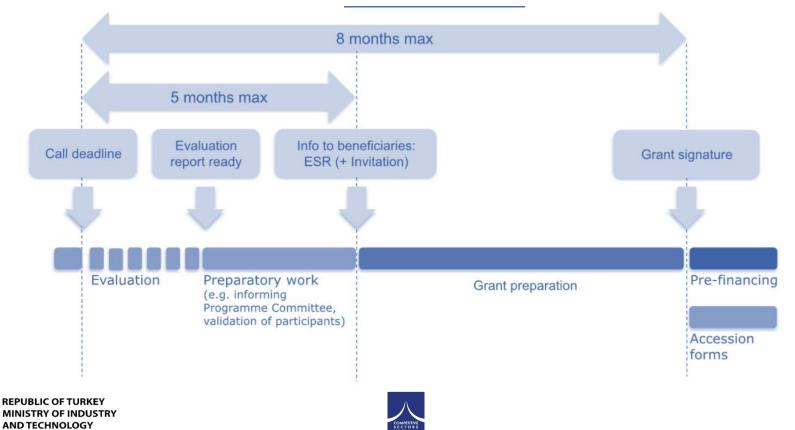- Full online process
- *Send your contributions in time*
- *Check Part A*
- *Check Budget*

Step 12: Follow up

How evaluations work

Wrap up the session!

- Coordinator or Participant
- **The roadmap to participation** in a Horizon Europe proposal
- Horizon Europe **Strategic Plans and Work Programmes**
- Understanding **how proposal writing works** and how to join a consortium

Q&A

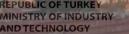Time to ask your questions!

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