Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti
tarafından finanse edilmektedir
This project is co-funded by the European Union
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TURKEY in HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

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

Focus Group Training

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Istanbul, 18 July 2022

Horizon Europe - Session 3: Building your proposal (Excellence, Impact, Implementation) and the consortium

REPUBLIC OF TÜRKİYE
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Few Essentials About HE Calls (collaborative projects)

- Focus on the what matters – no need to become a master in HE
- Scan relevant funding opportunities
- Understand the topic and work programme (info-days, FAQs, reports, etc.)
- Interpret the topic and transform initial ideas into winning proposals
- Be ambitious and convincing at the same time
- Be realistic: know your strengths (who you are) …
  and your weaknesses (who you are not)
- It is not a trivial process - At any point one may get 'lost in translation'

Proposal Development - No Standard Formula

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- Start with the **understanding of state of art** i.e. what already exists
- Identify and analyse the **innovation potential**
- Formulate the **concept** and real-world validation scenarios or **use-cases**
- Identify necessary **roles** and **partner types** needed to realise the concept and use-cases
- **Develop the concept and approach** in a collaborative environment with partners
- Develop work program with core activities under **WPs** and their breakdown under **tasks**
- **Fill in the proposal template** to provide necessary details in the given structure
- **Allocate effort and budget** to partners in a transparent and mutually agreed approach
- Fill in the necessary **details on the EC Portal** and submit the proposal

Typical Lifecycle of Research Proposals

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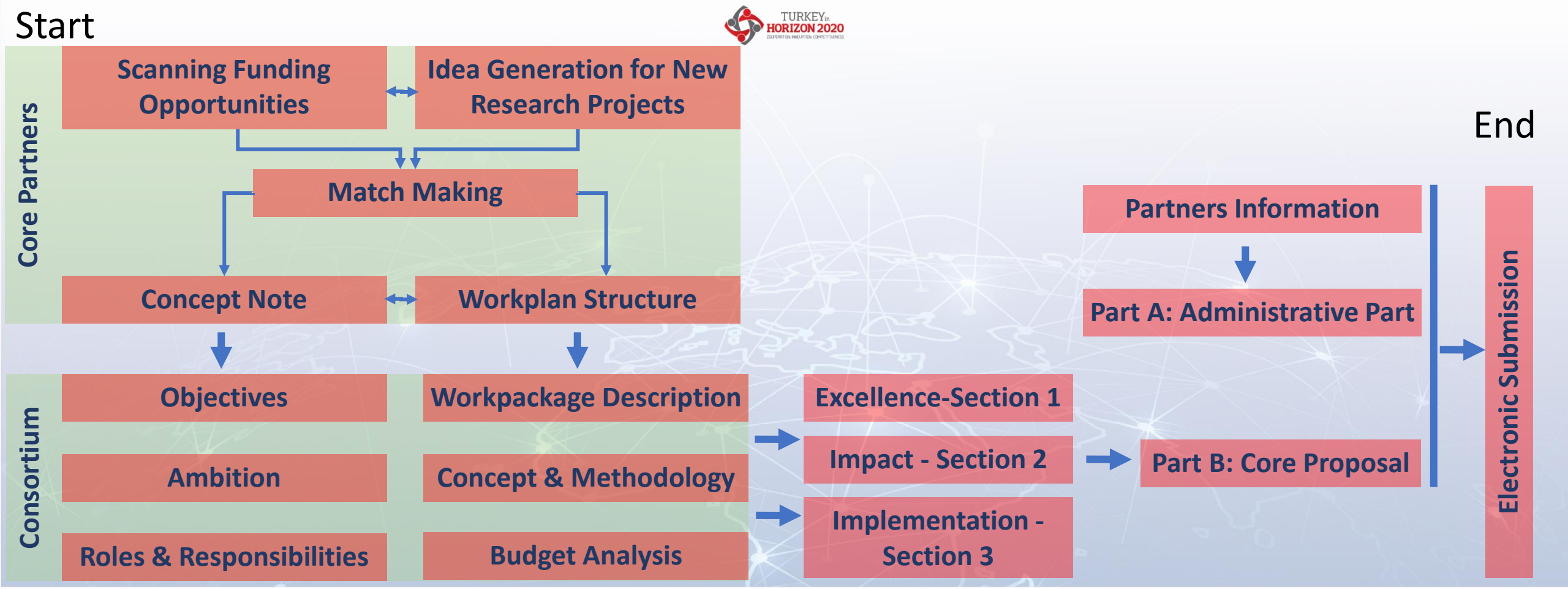
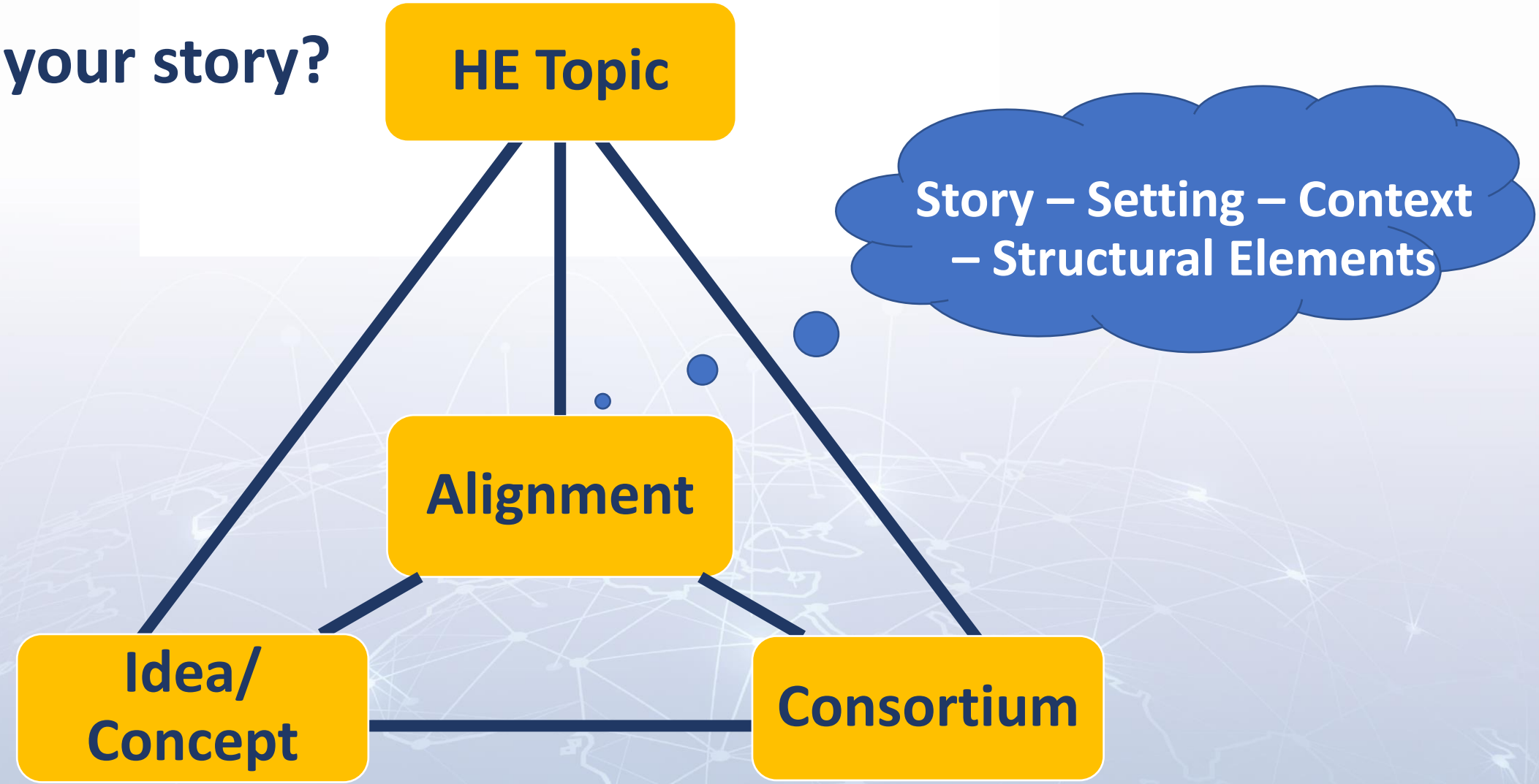


What is your story?



Building Consortia ..

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- Clarifying problem, proposed solution, state-of-art and innovation potential
- Identifying key partner needs, roles and responsibilities
  - Who do you need to deliver the proposed project?
- Matching the above with *suitable* candidates

Type	Sector	Expertise	Commitment	Experience	Projects	Country	Rate	…

- Identifying competent partners
  - Collaborative network, previous project websites, call pages, info days …
- Attracting competent partners
  - Clarity of concept and its relevance with the funding call
  - Clarity of value proposition for the partners
  - Clarity of expected contributions
  - *Early bird gets the worm!*

Joining Consortia

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- Understand the need, expected role and responsibility

  Its good to be ambitious but not over-committing

- What makes a good partner?

Background	Experience	Expertise	Concreteness	Proactiveness	Responsiveness	…

- Strategies to identify and join consortia
  - Expression of interest on call pages .. highlight the role and contributions
  - Attend EC info and networking days
  - Discuss innovative ideas and potential contributions in collaborative networks
  - Join the relevant communities e.g. BDVA, EFFRA, AI4EU, EFF, LinkedIn …
  - Start early and be consistent in chasing your interests
- Everyone appreciates a helping hand!

Writing Proposal – The Use of Templates

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- Templates are important – ***not only a technicality***
- HE proposal templates provide overall structural guidelines .. they can be extended and fine-tuned as long as the base structure is adhered

- Trade offs:
  - too (much) scientific
  - too (much) industry
  - too (much) sale pitch

- A good template shall:
  - help all write better proposals and
  - make evaluators' life easier

Proposal Templates & Electronic submission

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- **Part A** (administrative part)
  - General info (title, duration, keywords, abstract, etc.)
  - Security questionnaire
  - Participants info
  - Budget of the proposal (eligible costs, requested funding)
  - Ethics assessment (optional)
- ***Part B*** *(technical part)*
  - Excellence
  - Impact
  - Implementation

The 'easy' part

Electronic proposal submission

> Get ECAS account

> Get PIC number -Participant Register (SME status?)

> Launch submission wizard

> Pre-register your draft proposal

> List participants, contact persons

> Fill in Administrative forms

> Upload Technical Annex

> Submit your proposal (modify?)

> Receipt of submission

HE Proposal Limit (technical part – Part B)

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- RIAs: limit for a full application is **45 pages**
- IAs: limit for a full application can be **70 or 45 pages**
- CSAs: limit is **30 pages**
- First stage proposals: limit is **10 pages**
- EIC Pathfinder: limit is **17 pages**

Exceptions, if any, would be specified in the call text.

Part B Template: Glossary of Terms

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- **Critical Risk**: Potential adverse impact on the ability of the project to achieve its objectives
- **Deliverable**: A report that is sent to the Commission to ensure effective monitoring
- **Impacts**: Wider long-term effects on society, economy and science, enabled by the outcomes of R&I investments
- **Milestone**: Control points in the project that help to chart progress
- **Objectives**: goals of the work performed within the project, in terms of its R&I content
- **Outcomes**: expected effects, over the medium term
- **Pathway to impact**: Logical steps towards the achievement of the impacts
- **Research output**: results to which access can be given (publications, etc.)
- **Results**: what is generated during the project implementation (including know-how)

Policy Considerations – Horizontal Issues

Should be Project Specific

- **Open Science** (Data Management Plan for FAIR (Findable, Accessible, Interoperable, Reusable) research data)
- **Gender Dimension** (how gender can influence project activities & vice versa)
- **Pathway to Impact** (steps towards achieving our expected outcomes/ impact)
- **Measures to Maximise Impact** (draft plan for communication, dissemination, exploitation)
- **Artificial Intelligence** (systems to be trustworthy, technically & socially robust, reliable)
- **Do-not-make-harm Principle** (environment): climate change mitigation & adaptation, pollution prevention, circularity, biodiversity, sustainable use of resources)

Research proposal writing is…

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- A work of art?
- Science / engineering?
- Both of the above?

Make Your Proposal Sellable ...

Bu proje Av
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This project i
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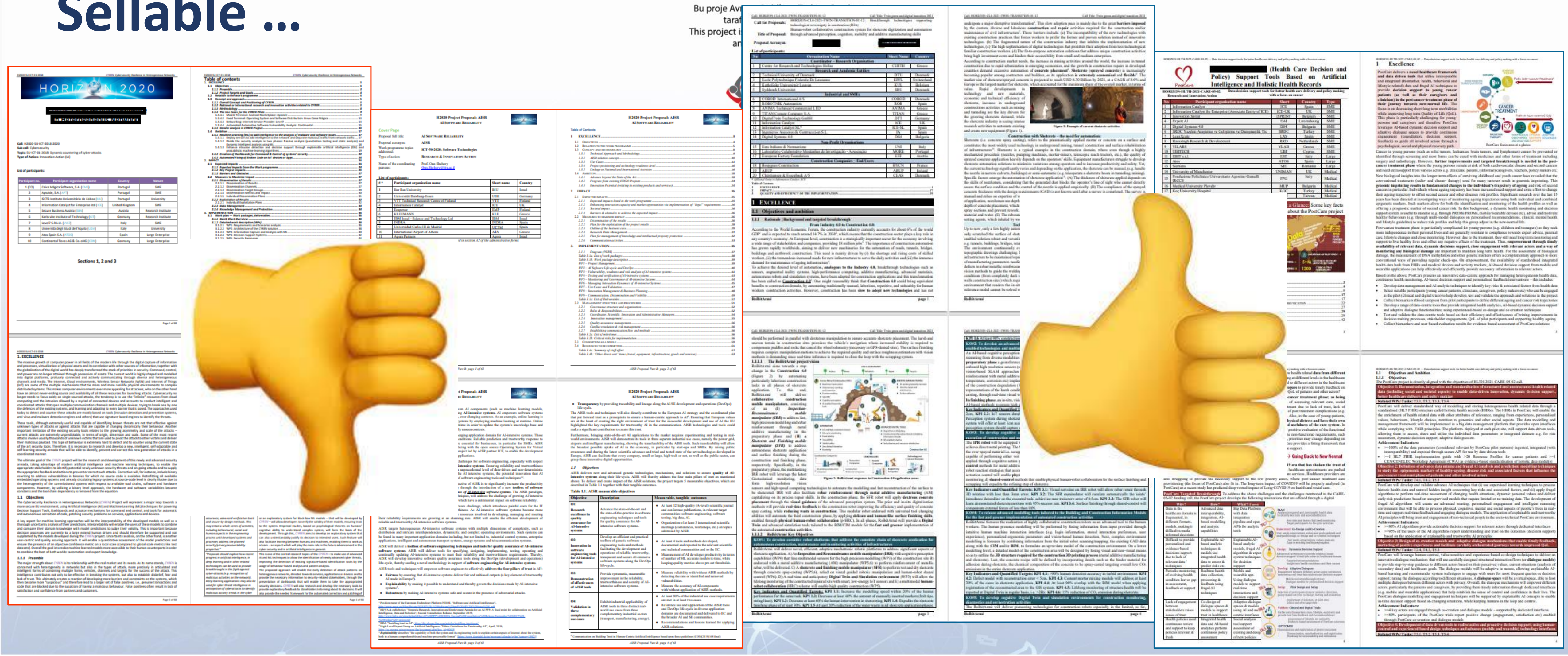

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Proposal Templates: PART B - RIA example

Bu proje Avrupa Birliği ve Türkiye tarafından finanse edilmek
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1 EXCELLENCE

1.1 OBJECTIVES AND AMBITION
Rationale & Background
Overall aim and Key Objectives
Ambition

1.2 METHODOLOGY
Concept and approach
Overall methodology
Relevant national & international R&I activities linked with the project
Multi/Inter-disciplinary approach
Gender dimension: Diverse and inclusive
Open Science practices
Research data management and management of other research outputs
Compliance with the "Do No Significant Harm Principle"

2 IMPACT

2.1 PATHWAYS TOWARDS IMPACT
Expected Outcomes specified in this topic
Contribution to the Expected Impacts (EI) specified in Destination: …xxxxx…
Potential impact to the "Do No Significant Harm Principle"
Requirements and potential barriers

2.2 MEASURES TO MAXIMISE IMPACT
Overall Communication, Dissemination and Exploitation (CDE) strategy
Communication and Dissemination strategies and target audiences
Outlined Exploitation strategy

2.3 SUMMARY – KEY ELEMENTS OF THE IMPACT SECTION

3 QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

3.1 WORK PLAN AND RESOURCES
3.1.1 Overall structure of the work plan
3.1.2 Detailed work description
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3.2 CAPACITY OF PARTICIPANTS AND CONSORTIUM AS A WHOLE
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Access to critical infrastructure
Description of the industrial /commercial involvement
Other countries and international organisations

2. Proposal Templates: PART B – RIA/IA Example

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Section 1

- Frist 2 pages sell the proposal!
- Use figures .. Illustrative scenarios
- Stretch the sections to cover:
  - Technological challenges and Vision
  - Measurable KPIs for objectives
  - Technical architecture
  - Pilot scenarios (current vs envisioned)
  - Methodological challenges
  - Management methodology*

** There is no other place!*

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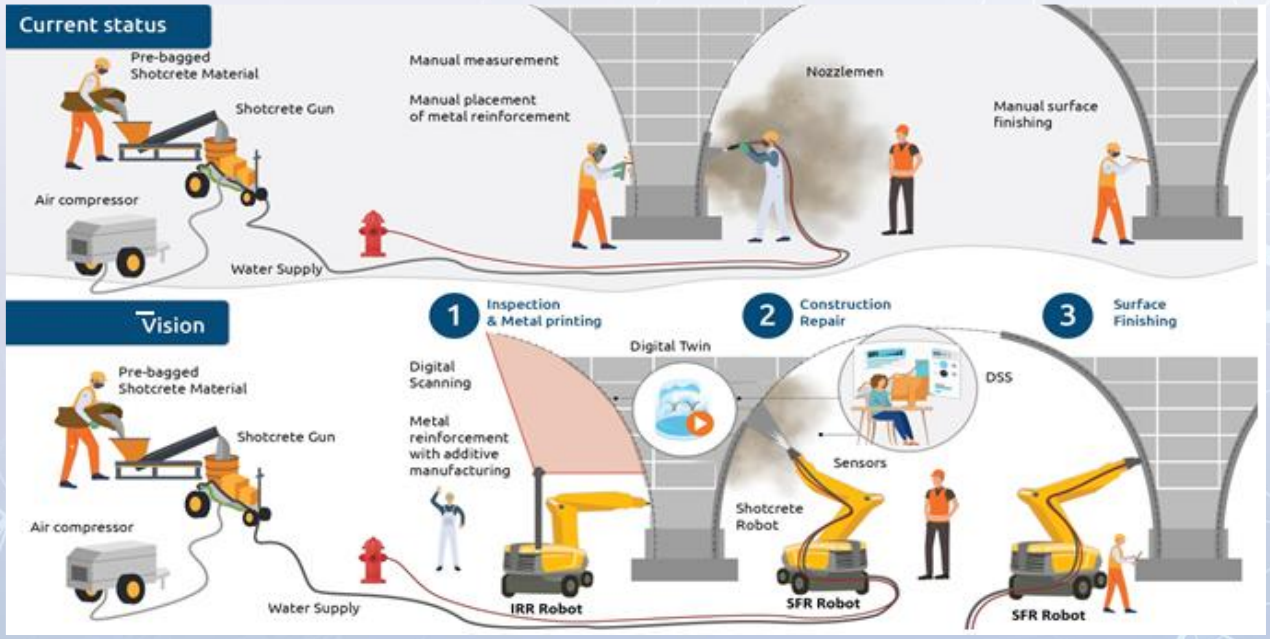

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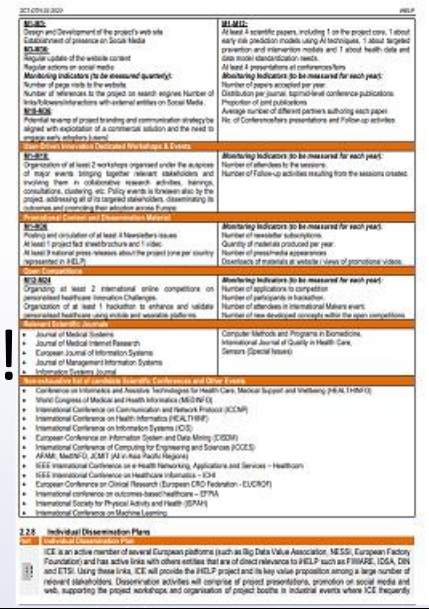
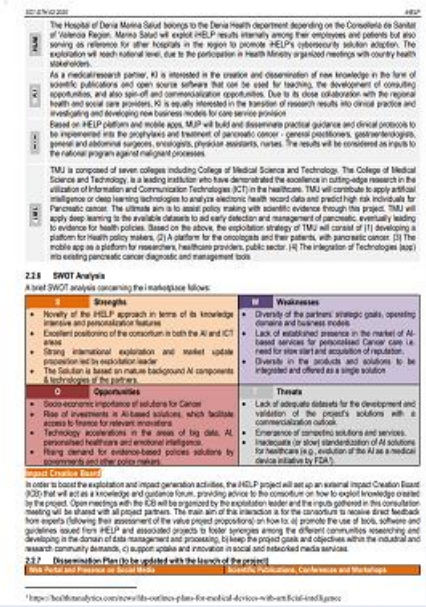
Section 2

- The impact is generally far greater than end result!
- Stretch the sections to cover:
  - Impact pathways with concrete KPIs
  - Impact towards specific destination
  - Impact towards standardisation
  - Impact towards key target groups
  - CDEs supported by measurable KPIs
  - Competition and Market analysis
  - Identification of KERs

Key Exploitable Result (KER)	*Type	Owner(s)	Clients (C), Users (U)	Sales Channels	**Means of Exploitation





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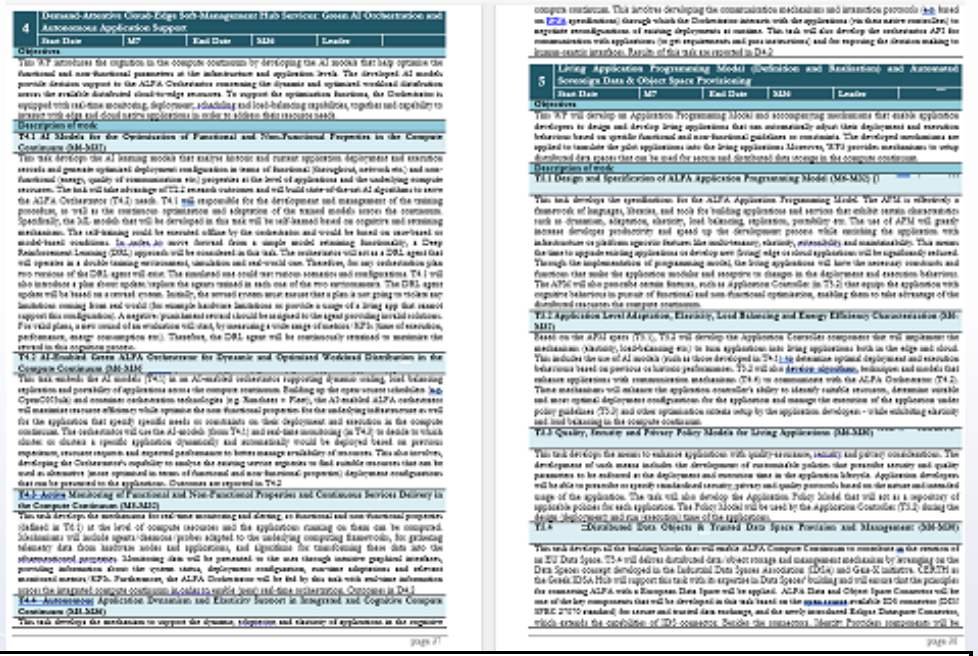
Section 3

- Plans are only good intentions unless they are properly managed!
- Keep it precise and focused!
- Highlight critical risks, impact and mitigations
- Careful with budget calculations when working with international partners



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The HE Impact Canvas

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It is meant to be a ***summary***

1. **Specific needs**
2. **Expected results**
3. **D&E&C measures**
4. **Target groups**
5. **Outcomes**
6. **Impacts**

HE Impact Canvas: The Basic Notions

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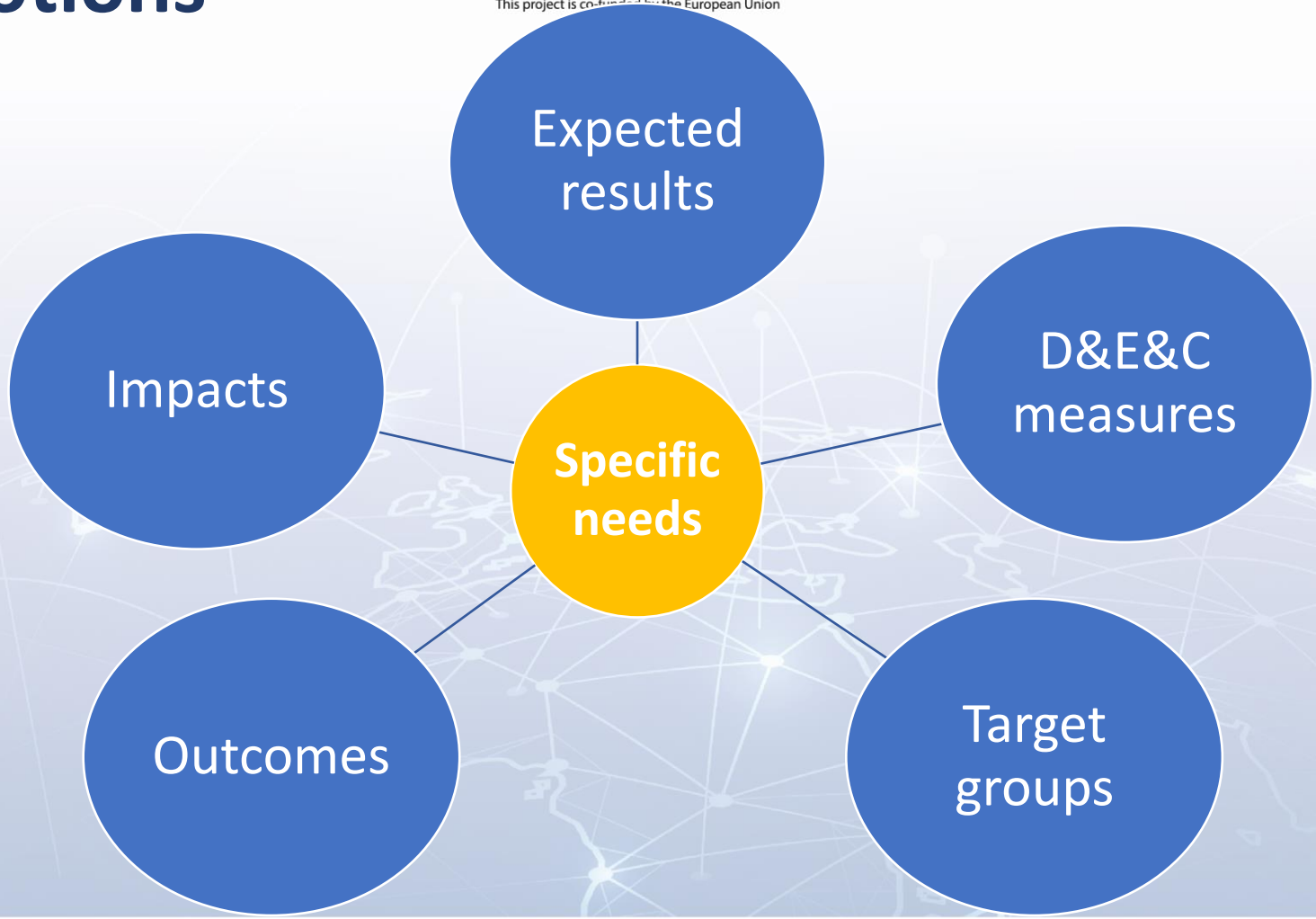

Impact Canvas: Template (1/2)

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SPECIFIC NEEDS

What are the specific needs that triggered this project?

Example 1

Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.

Example 2

Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.

EXPECTED RESULTS

What do you expect to generate by the end of the project?

Example 1**Successful large-scale demonstrator:**
Successful large-scale demonstrator: Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.

Algorithmic model:
Novel algorithmic model for proactive airport passenger flow management.

Example 2

Publication of a **scientific discovery on transparent electronics.**

New product: More sustainable electronic circuits.

Three PhD students trained.

D & E & C MEASURES

What dissemination, exploitation and communication measures will you apply to the results?

Example 1

Exploitation: Patenting the algorithmic model.

Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration.

Communication towards citizens: An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.

Example 2

Exploitation of the new product: Patenting the new product; Licencing to major electronic companies.

Dissemination towards the scientific community and industry: Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.

Impact Canvas: Template (2/2)

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TARGET GROUPS

Who will use or further up-take the results of the project? Who will benefit from the results of the project?

Example 1

9 European airports:
Schiphol, Brussels airport, etc.

The European Union aviation safety agency.

Air passengers (indirect).

Example 2

End-users: consumers of electronic devices.

Major electronic companies: Samsung, Apple, etc.

Scientific community (field of transparent electronics).

OUTCOMES

What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?

Example 1

Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.

Example 2

High use of the scientific discovery published (measured with the relative rate of citation index of project publications).

A **major electronic company** (Samsung or Apple) **exploits/uses the new product** in their manufacturing.

IMPACTS

What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?

Example 1

Scientific: New breakthrough scientific discovery on passenger forecast modelling.

Economic: Increased airport efficiency
Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.

Example 2

Scientific: New breakthrough scientific discovery on transparent electronics.

Economic/Technological: A new market for touch enabled electronic devices.

Societal: Lower climate impact of electronics manufacturing (including through material sourcing and waste management).

Impact Canvas: Sample

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2.3 Summary of Impact Actions

Specific Needs	Expected Results	D & E & C Measures

Specific Need: Diversity of data sources, data models, data formats and information systems make it difficult to integrate, pool and use the health-related data for bringing improvements in health care delivery and policy making
 	
Specific Need: The post-cancer treatment phase in young persons' life pose specific challenges (e.g. treatment adherence, medical complications, low morale, social segregation etc.). Addressing such challenges require
i) Empowerment of patients through provisioning of timely information about health conditions, key risks, expert recommendations, alerts, interventions etc.
ii) Dynamic decision support to manage changing health (including medical, mental, social) conditions in an efficient and user-friendly way
iii) Close engagement with different actors to discuss issues with regards to getting back to the new normal life, gather feedback related to health conditions, guidance on lifestyle choices, managing health etc.
 	
Specific Need: Decision support system in the healthcare domain should be more dynamic/adaptive, interoperable, reusable and accessible through different platforms
 	
Specific Need: Effective planning and orchestration of different activities in cancer treatment requires access to interoperable and integrated data, multi-stakeholder interactions and evidence-based decision support
 	
Specific Need: Health related decision and policy making process can be made more transparent and trustworthy through FAIR and explainable data analytic techniques
 	
Specific Need: Health related policies need to be frequently assessed and refined through societal engagement and evidence-based decision support mechanisms to keep them fresh/effective
	Expected Result: Standardised data modelling, integration, storage and utilisation techniques
	
	Expected Result: Big data platform with open interfaces to nurture and support an ecosystem of health data-centric applications
	
	Expected Result: AI-based data analysis and modelling techniques/algorithms capable of extracting meaningful information and making predictions from the analysis of integrated data
	
	Expected Result: Frugal AI algorithms capable of processing real-time data, using explainable techniques, to aid the design and delivery of relevant recommendations to different actors
	
	Expected Result: Mobile and wearable applications capable of establishing close engagements, frequent interactions, information exchange and dialogues between different actors
	
	Expected Result: Dynamic decision support system that uses AI analytic and expert system techniques to empower and help different actors I the healthcare domain
	
	Expected Result: Adaptive dialogue models that use AI techniques and personalised interfaces for carefully choreographed interactions between different actors based on their needs, values, goals
	
	Expected Result: Social analysis tool to support the assessment of exiting and design of new policies based on evidence-based decision support
	
	Expected Result: Publications of project findings
		Dissemination:
		• Promotion of project outcomes on web and social media
		• Organisation of innovation co-design workshops with users
		• Design of project promotion material e.g. flyers, banner etc.
		• Publications of scientific results in reputed venues
		• Participation in industrial exhibitions to showcase results
		• Partner specific dissemination in local communities e.g. publishing and events at hospital, chamber of commerce etc.
		• Contribution to standardisation on health data integration and use
		
		Exploitation:
		• Joint exploitation through partner consultations
		• Exploitation of individual or partner specific outcomes
		  • AI models for risk assessment and key factor analysis
		  • Big data platform for the integrated healthcare
		  • Mobile and wearable applications
		  • AI-based dynamic decision support system
		  • Adaptive dialogue models and implementations
		  • Social analyser for societal analysis and policy support
		
		Communication:
		• Customised communication towards all relevant actors
		• Key activities
		  • Project branding - design of promotion material
		  • Publications key findings in conferences and journals
		  • Demonstration of project outcomes in events
		  • Promotion in networking and demonstration events
		  • Web and social media coverage of project activities
		  • Project news and newsletter to promote progress
		• Clustering and joint activities with other projects

Target Groups	Outcomes	Impacts
Cancer patients in the post-treatment phase of their life towards new normal life **Clinical experts** dealing with cancer patients, including doctors, nurses, technicians etc. **Caregivers** to the young cancer patients including parents, carers, teachers etc. **Policy and key decision makers** in the healthcare domain – particularly related to cancer research, treatment and care programs **ICT solution providers** who are interested in developing and validating new technology solutions in the eHealth and healthcare domain **System or platform solution providers** and integrators who are interested in developing or integrating new technologies in the healthcare domain **Data scientists, AI and ICT researchers** who are interested in developing new data-centric solutions and validation of existing approaches in new application scenarios **Medical, epidemiology and social science researchers** and scientific community who is interested in the development of new research programs, validation of research, knowledge exchange and generating new knowledge through collaborations	**Empowerment of cancer patients** with timely advice, feedback and recommendations on managing their health conditions and wellbeing. • >=80% participants in the pilots report positive improvements in QoL based on availability of relevant and timely information through PostCare (KPI3) **Increased use & reuse of integrated health data** to develop, monitor and evaluate critical decisions. • >=90% of clinical experts reporting better access to integrated health information and increased decision-making efficiency for Cancer research (KPI1 and KPI2) **Increased stakeholder engagements** based on the use of mobile and wearable devices that are capable of gathering data and facilitating timely interactions between relevant actors. • >=50% increased interaction between different actors and use of personalised parameters in the decision support process (KPI5) **Efficient decision and policy support** through the use of advance AI expert system techniques, involving relevant actors in the design of recommendation and delivery decision support through personalised interfaces and technologies. • >=90% satisfaction of DSS users and design of >5 policies through evidence-based decision support (KPI7 and KPI8) **Increased awareness of data-centric solutions** in the healthcare domain will be ensured through the organisation of pilot activities involving large number of different types of actors • >1200 participants take part in pilot activities to test and validate results in >4 pilot countries	**Ease of access, use and reuse of heterogenous health data** **Scientific:** Increased opportunities for the development of novel data-driven approaches in healthcare delivery and policy-making **Economical/Technological:** Enhancements in existing and development of new healthcare applications and systems, leading to increased economic activity in the ICT and health domains **Societal:** Availability of innovative data-centric solutions will empower citizens and cancer patients to make informed health care decisions and bring improvements in their QoL **Evidence-based decision support in the healthcare domain** **Scientific:** New dynamic decision support solution for personalised healthcare based on advance AI techniques **Economical/Technological:** New market for healthcare applications for the mobile and wearable platforms, capable of providing real-time dynamic decision support **Societal:** 50% reduction in the time spent by healthcare resources on providing support (advise, recommendations etc.) to cancer patients. Automated (AI-based) solution can spare vital resources **Efficient healthcare policy assessment and design** **Scientific:** A holistic approach for analysing the impact of healthcare policies through analysis of integrated health data, healthcare interventions, social/societal trends and evidence-based decision support **Economical/Technological:** New technology solution to support policy making processes based on the analysis of integrated data from multiple sources, resulting in timely assessments and interventions in the healthcare policies **Societal:** More agile policy making process will tune the healthcare policies to public health needs, resulting in saving time, costs (and lives) in the public health domain **Enhanced role of citizens in healthcare decision making** **Scientific:** Novel co-creation and multi-actor engagement approach for design of healthcare solutions and policies **Economical/Technological:** Reduced time to get vital input **Societal:** Culture of open dialogue & trust in healthcare services

Final Remarks for the Impact Canvas

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- Needs hands-on practice
- Don’t forget: practice makes the master!
- Ideal: to be composed with interaction amongst partners
- Also: ***it needs time*** – it is not wise to leave for the last moment
- Even better: Consider to ***start your proposal from this section*** and then build and elaborate on the other parts!

Conclusion

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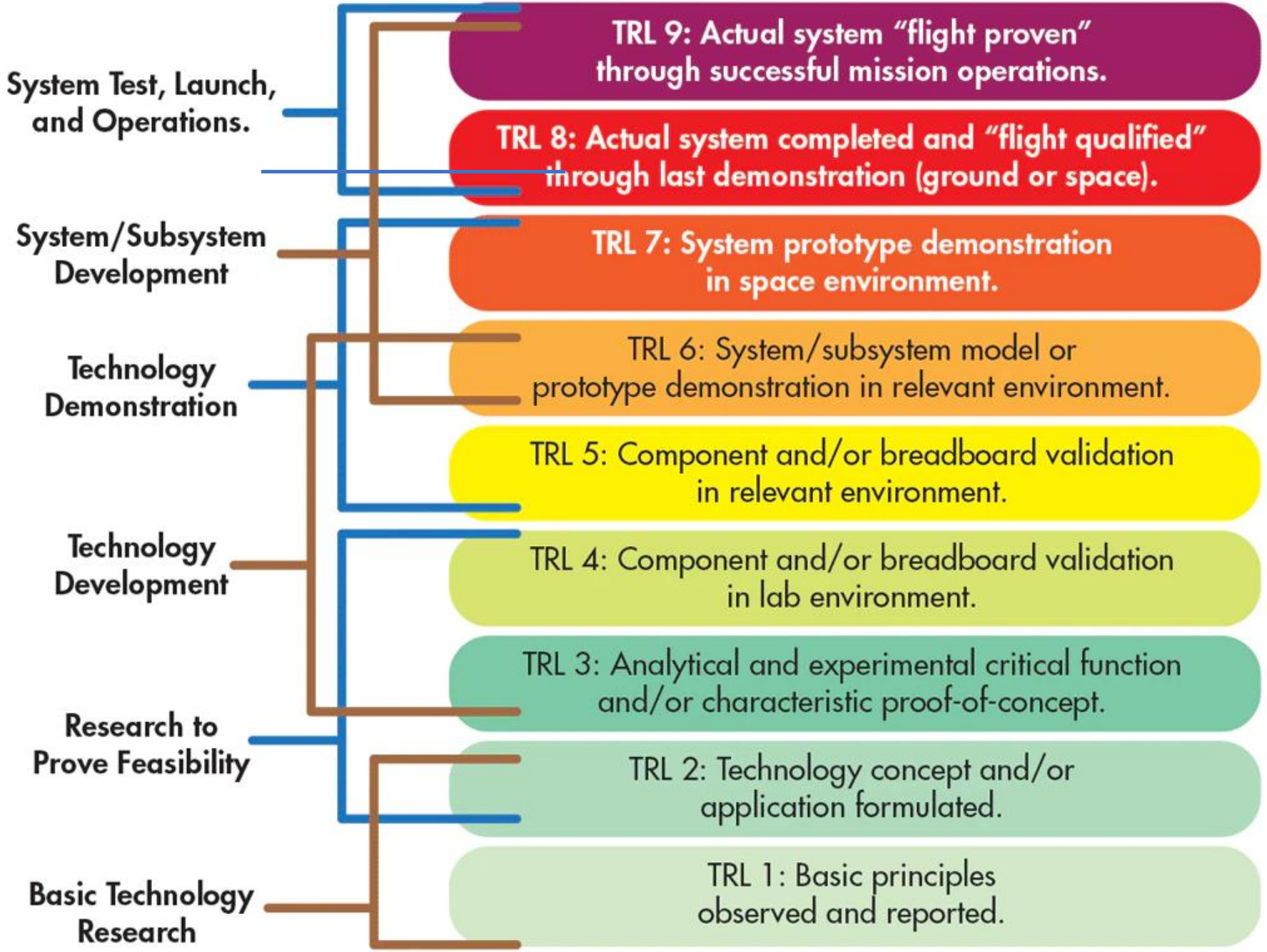
Find comfort … **out of your comfort zone**

- Knowledge
- Competences
- Perspective
- Network
- Area(s) of expertise

Technology Readiness

Technology Readiness Level (TRL)



Evaluation Process

From submission to invitation to sign a Grant Contract

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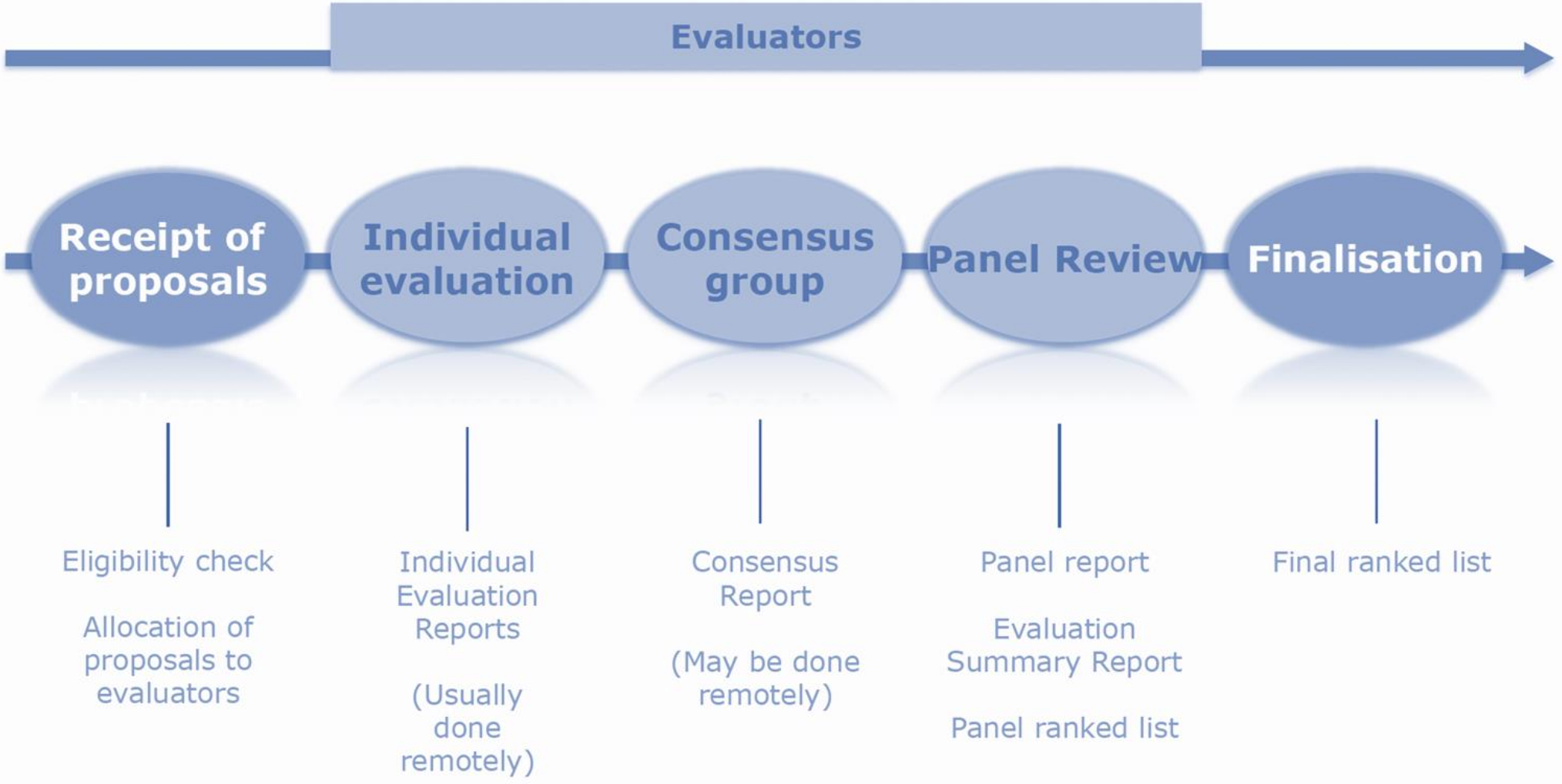

How Evaluation Works?

The evaluation timeline

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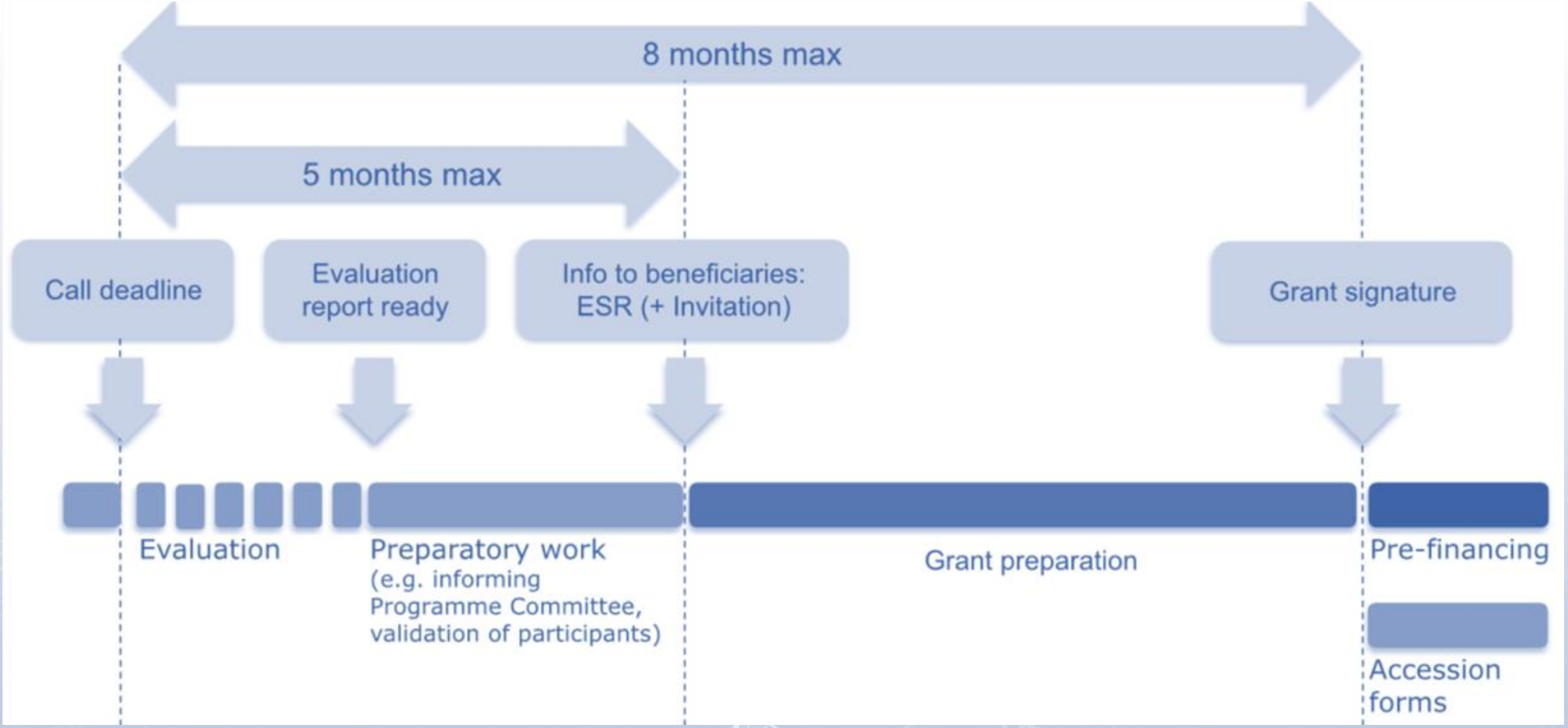

Award Criteria

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How Proposals are being Evaluated

EXCELLENCE

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

IMPACT

- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified, and the likely **scale** and **significance** of the contributions due to the project.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**,

QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

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

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TURKEY in HORIZON 2020

Food for thought and Q&A

-Do you enjoy writing research/ innovation project proposals?

- What part of it do you enjoy most?

- How often do you cross your comfort zone?

- What are your weaknesses when it comes to HE proposal preparation?

- How can you overcome such weaknesses and enhance your chances for a winning proposal?

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Teşekkür ederim!

Thank you!

Further resources:

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

- Online Manual (EC): https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual
- EC webinar on 'How to prepare a successful proposal in Horizon Europe': https://ec.europa.eu/research/participants/docs/h2020-funding-guide/other/event210324.htm