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

General Info Day #8

Dimitrios Papageorgiou
Istanbul, 11 October 2022

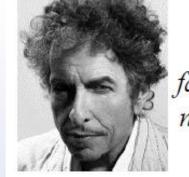# Horizon Europe - Session 3: Success stories, failure stories

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MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE
SECTORS
PROGRAMME

TÜBİTAK

Some thoughts about success & failure

- Being successful doesn't mean to be lucky

- Good luck is welcome but does not depend on us

- There are *lots of things to learn from failure*

- When we succeed, there is *not much to learn*: success cannot be replicated – at least easily – it creates though *winner's psychology*

- Success that lies upon a legacy of failures (lessons learnt) endures longer than success due to good luck

'There's no success like failure ... failure's no success at all.'
— Bob Dylan

'I have not failed. I've just found 10,000 ways that won't work.'
— Thomas Edison

The role of state funding in R&I success

'*In the US, the onset of the biotech, nanotech and internet revolutions saw massive amounts of* **state funding***. The radical technologies behind the iPhone, from GPS and touch screen display to the new voice-activated assistant application Siri, were all backed by the government.*'

Mariana Mazzucato, 'Hidden keys to Europe's R&D 18/03/2013

'*Without specific targets and timing, it will not be possible to determine success (or failure), or measure progress towards success*'

Mariana Mazzucato, 'Mission-Oriented Research & Innovation in the EU' 2018

Success in the context of EU projects

Can be defined based on:

- The **number of projects** you win and the **amount of EU-funding** secured
- The actual **value / impact created** within your organisation, the economy & society

This means that you have to:

- Be part of successful proposal schemes
- Be part of successful projects

Which means that you have to:

- Either lead these proposals on your own
- Or be invited in other successful proposals led by a third party

The Pareto principle in proposal writing & project implementation

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- 20% of the partners and/or people involve *actually* wrote the 80% of the proposal and …

- About 80% of people involved shall *claim* that they wrote and won the proposal

- Similarly 80% of the **project success** may be driven by the 20% of the consortium

There are ways to change this:

✓ Select partners carefully

✓ Define clear roles/ responsibilities

✓ Quantify expectations and timeline

✓ Apply suitable governance and project management schemes

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More money is available in HE and there are plenty of opportunities but…

- The competition is now fiercer than ever
- Failure rates are high – same high is a risk aversion attitude among participants
- All in all: the timing for entering the field is both *good and bad*

So ... what is to be done?

- Celebrate the many opportunities?

- Mourn for the low success rate?

- Do both?

- Do nothing?

Some findings

- Increase in the **complexity** of the funding instruments and the need for acquiring a wide **understanding of cross-cutting issues** (related to impacts, research priorities in connection to regional, national and European policy aspects)

- Researchers face increased **pressure** to successfully lead or participate in projects

- Research managers and systematic approaches to **research management** are increasingly being adopted (Research managers are essential to a healthy research culture', Nature, 07/07/2021)

nature

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EDITORIAL | 07 July 2021

Research managers are essential to a healthy research culture

But for maximal benefit, more of these academic administrators need to get involved in the scholarly aspect of research.

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Proposals evaluation: Anecdotal evidence

Evaluation Summary Reports (ESR)

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Proposal Evaluation Form

| | EUROPEAN COMMISSION

Horizon Europe (HORIZON) | Evaluation Summary Report - Innovation actions |

Call:
Type of action:
Proposal number:
Proposal acronym:
Duration (months):
Proposal title:
Activity:

N.	Proposer name	Country	Total Cost	%	Grant Requested	%

Evaluation Summary Report

Evaluation Result

Criterion 1 - Excellence

Score: **4.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:
- Clarity and pertinence of the project's objectives, and the state of the art.
- Soundness of the proposed methodology, including the approaches, appropriate consideration of the gender di science practices, including sharing and management o users where appropriate.

Criterion 3 - Quality and efficiency of the implementation

Score: **3.00** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:
- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- Capacity and role of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.

Criterion 2 - Impact

Score: **5.00** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:
- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

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Evaluation results:
Rough interpretation

Evaluation criterion Proposal	Excellence	Impact	Implementation
Proposal 1: Strong technical part - Impact 'neglected'	4.5-5.0	3.0-3.5	4.0-4.5
Proposal 2: Good but indifferent	3.0-3.5	3.0-4.0	3.0-4.0
Proposal 3: Strong proposal writing skills but relatively weak S&T competence	3.5	4.5	4.0
Proposal 4: Clearly weak proposal	<3.5	<3.5	<3.0
Proposal 5: Clear winning signal	4.5-5.0	4.5-5.0	4.5-5.0

A Call of 2016...

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Proposal Evaluation Form

EUROPEAN COMMISSION Horizon 2020 - Research and Innovation Framework Programme	Evaluation Summary Report - Coordination and support actions

Call:	H2020-DS-SC7-2016
Funding scheme:	IA
Proposal number:	740723
Proposal acronym:	CS-AWARE
Duration (months):	36
Proposal title:	A cybersecurity situational awareness and information sharing solution for local public administrations based on advanced big data analysis
Activity:	DS-02-2016

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	OULUN YLIOPISTO	FI	551,250	11.86%	551,250	14.78%
2	UNIVERSITAT WIEN	AT	364,375	7.84%	364,375	9.77%
3	UNIVERSITAT PASSAU	DE	380,000	8.17%	380,000	10.19%
4	Cario Research Ltd	UK	335,000	7.21%	234,500	6.29%
5	3RDPLACE SRL	IT	430,000	9.25%	301,000	8.07%
6	DashSoft ApS	DK	489,050	10.52%	342,335	9.18%
7	PERACTON LIMITED	IE	507,812.5	10.92%	355,468.75	9.53%
8	Innovative Secure Technologies P.C.	EL	350,250	7.53%	245,175	6.58%
9	ANDRIESSEN JEFFREY ELBERTUS BARTHOLOMEUS	NL	356,250	7.66%	249,375	6.69%
10	ANCITEL SPA	IT	346,250	7.45%	242,375	6.50%
11	Open Technology Services S.A.	EL	251,250	5.41%	175,875	4.72%
12	ROMA CAPITALE	IT	171,875	3.70%	171,875	4.61%
13	Municipality of Larissa	EL	115,000	2.47%	115,000	3.08%
	Total:		4,648,362.5		3,728,603.75	

Abstract:
Cybersecurity is one of today's most challenging security problems for commercial companies, NGOs, governmental institutions as well as individuals. Reaching beyond the technology focused boundaries of classical information technology (IT) security, cybersecurity includes organizational and behavioural aspects of IT systems and also needs to comply to the currently actively developing legal and regulatory framework for cybersecurity. For example, the European Union recently passed the Network and Information Security (NIS) directive that obliges member states to get in line with the EU strategy. While large corporations might have the resources to follow those developments and bring their IT infrastructure and services in line with the requirements, the burden for smaller organizations like local public administration will be substantial and the required resources might not be available. New and innovative solutions that will help local public administration to ease the burden of being in line with cybersecurity requirements are needed. For example, cooperation and coordination is one of the major aspects of the NIS and EU cybersecurity strategy. An enabling technology for cooperation and coordination is cyber situational awareness and information sharing of cyber incidents. In this project we propose a cybersecurity situational awareness solution for local public administrations that, based on an analysis of the context provides automatic incident detection and visualization, and enables information exchange with relevant national and EU level NIS authorities like CERTs. Advanced features like system self-healing based on the situational awareness technologies, and multi-lingual semantics support to account for language barriers in the EU context, are part of the solution.

Evaluation Summary Report

Evaluation Result

Total score: 14.00 (Threshold: 10)

Form Information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

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.

Criterion 1 - Excellence

Score: 5.00 (Threshold: 3/5.00 , Weight: -)
The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the

Criterion 2 - Impact

Score: <u>4.50</u> (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic

The proposed work has potential for significant impact in all three areas listed in the work programme, and this impact is clearly justified in the proposal.

Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environm

The propo
of cyber in
to have be
cybersecu

Criterion 3 - Quality and efficiency of the Implementation

Score: <u>4.50</u> (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables

In general the work plan is clear, balanced and coherent, and the structure of work packages is appropriate. The proposal does not clearly explain why the development of the core elements in tasks T3.1 to T3.7 is finished before the requirements analysis is finished. Resources are appropriately allocated.

Appropriateness of the management structures and procedures, including risk and innovation management

Management structure and procedures are appropriate, efficient and well described. A clear strategy for the communication within the consortium is identified. Innovation management is adequately addressed. A risk analysis is provided, with appropriate mitigation actions. However, technical risks are not analysed in sufficient detail.

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A year earlier …

Proposal Evaluation Form

EUROPEAN COMMISSION

Horizon 2020 - Research and Innovation Framework Programme

Evaluation Summary Report - Research and innovation actions/Innovation actions

Call:	H2020-DS-2015-1
Funding scheme:	Innovation action
Proposal number:	700054
Proposal acronym:	PRESTO
Duration (months):	36
Proposal title:	Innovative Methods and Risk Assessment Procedures and Techniques for Big Data Se
Activity:	DS-04-2015

N.	Proposer name	Country	Total Cost	%	R
1	UNIVERSITÄT PASSAU	DE	510,000	13.49%	
2	OULUN YLIOPISTO	FI	550,000	14.55%	
3	Caris Research Ltd	UK	373,125	9.87%	
4	UNIVERSITY OF MACEDONIA	EL	268,750	7.11%	
5	PERACTON LIMITED	IE	568,438	15.03%	
6	3RDPLACE SRL	IT	572,500	15.14%	
7	CoreTech Innovations LTD	MT	323,750	8.56%	
8	ISIS FORENSICS LTD	UK	337,925	8.94%	
9	EFSTRATIOS ARAMPATZIS MONOPROSOPI EPE	EL	276,750	7.32%	
	Total:		3,781,238		

Abstract:
RESTO is an Innovation Action that builds on three mature technologies each developed by SME partners in Ireland, Italy deploy robust security technology assessment techniques based upon interdisciplinary research and frequent feedback fr SME, telecom and e-government use cases of this project. In the project we build an independent security and risk audit r that will: · Identify potential threats and weaknesses in the targeted clouds · Analyse threats in highly distributed cloud-op systems in a remote manner; · Analyse results and perform advanced cyber security analytics over the retrieved data · Pr personalized report over findings and, finally, advise them on countermeasures. PRESTO goes beyond existing state of tl practices, as it includes and also scans for human-based vulnerabilities such as susceptibilities to social engineering atta introduced in the project is that we describe systems and services by using not only their technical specifications but also the behavioural characteristics of their users. PRESTO produces a robust cloud computing security risk assessment and framework that offers a scalable set of highly customizable services that analyse - in an automated and vendor-independe risks concerning the cloud computing service from a user perspective. PRESTO reports the security threat the particular suggestions on how to mitigate them. Users range from end-users (SaaS) over developers (PaaS) to admins (IaaS). Last proposes a standardized five level warning system for cloud threats that are integrated within the offered software solutio

Evaluation Summary Report

Evaluation Result

Total score: 9.00 (Threshold: 10)

Form information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

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.

Criterion 1 - Excellence

Score: 2.50 (Threshold: 3/5.00 , Weight: 100.00%)

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme. If a proposal is partly out of scope, this must be reflected in the scoring, and explained in the comments.

Criterion 2 - Impact

Score: 3.50 (Threshold: 3/5.00 , Weight: 100.00%)
Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:
The expected impacts listed in the work programme under the relevant topic

*The proposal identifies the relevant expected impacts listed in the work progra
the claim for this achievement is not sufficiently substantiated.*

Enhancing innovation capacity and integration of new knowledge

The proposal is clear as to how it will enhance innovation and the integration c

Strengthening the competitiveness and growth of companies by develo
global markets and where relevant, by delivering such innovations to th

*The proposed project will strengthen the competitiveness of the consortium pa
the growth of companies outside of the consortium.*

Any other environmental and socially important impacts

No relevant environmental and socially important elements are explicitly addre

Effectiveness of the proposed measures to exploit and disseminate the
communicate the project, and to manage research data where relevant

*The proposed measures to disseminate and communicate the results of the pr
The commercialisation and exploitation of the project's results are well describ
the individual exploitation interests for the consortium members.
IPR management will be addressed in the Consortium Agreement. The propos
resources is a positive element.*

Criterion 3 - Quality and efficiency of the implementation

Score: 3.00 (Threshold: 3/5.00 , Weight: 100.00%)
Note: The following aspects will be taken into account:
Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

*The work plan is clear, coherent and effective. The individual work packages and associated tasks are appropriately detailed. However, there are some inconsistencies in individual work packages, for example the name of WP7 appears differently in the work package description and the PERT chart (Figure 3.1.7)
The allocations of tasks and resources are adequate.*

Complementarity of the participants within the consortium (when relevant)

The consortium is well balanced, has the required expertise and has good complementarity.

Appropriateness of the management structures and procedures, including risk and innovation management

*The management structure is clearly described and is appropriate.
The management procedures are adequate. However, innovation management is not sufficiently described.
Risk analysis, which focuses mainly on the phases of work, is adequate. However, the assessment of general project risks is not sufficiently elaborated.*

Scope of the proposal

Status: Yes

Comments (in case the proposal is out of scope)

Not provided

Operational Capacity

Status: Operational Capacity: Yes

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What happened?

- There have been changes and improvements in all aspects:
  - ✓ the core idea
  - ✓ the consortium
  - ✓ the proposal

- Did they justify the change in the score from 9.00 to 14.00?

What happened?

- A more convincing story?
- A better consortium?
- A better alignment with the topic?

- A change in the evaluators' attitudes?
- Lobbying - politics?
- Good luck?

- All of the above?

No one can tell for sure!

Hope for the best...

... but you may get the worst

Some times things go from bad to worse ...

Proposal Evaluation Form

EUROPEAN COMMISSION
Horizon 2020 - Research and Innovation Framework Programme

Evaluation Summary Report - Research and Innovation actions

Call:	H2020-SC6-TRANSFORMATIONS-2018					
Funding scheme:	RIA					
Proposal number:	822613					
Proposal acronym:	BEST					
Duration (months):	36					
Proposal title:	Blockchain-based Evidence-as-a-Service for Trust					
Activity:	DT-TRANSFORMATIONS-02-2018					

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	UNIVERSITA DEGLI STUDI DI SALERNO	IT	556,250	18.50%	556,250	18.50%
2	ANDRIESSEN JEFFREY ELBERTUS BARTHOLOMEUS	NL	357,500	11.89%	357,500	11.89%
3	UNIVERSITAT PASSAU	DE	256,250	8.52%	256,250	8.52%
4	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE					
5	INSTITUT MINES-T...					
6	POSTE ITALIANE - ...					
7	COMUNE DI PRATO					
8	INSIEL - INFORMAT... LOCALI S.P.A.					
9	INSTITUT NATIONA...					
10	Private Institution "Ur...					
11	Gemeinde Neuburg a...					
	Total:					

Abstract:
Our project will develop a reli...
citizens in the field of Public F...
publish (open) data that will b...
the distributed ledger infrastr...
The infrastructure will allow t...
of publicly available datasets...
companies, but other PA offic...
as well on the distributed Eac...
Administrations around the a...
The EaaS will be piloted in th...
be studied, with the task of is...
the effect on the social stakel...
expandable blockchain-base...
PAs and (3) good practices a...

Evaluation Summary Report

Evaluation Result
Total score: 10.50 (Threshold: 10)

Form Information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

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.

Criterion 1 - Excellence
Score: 3.50 (Threshold: 3/5.00 , Weight: -)

Criterion 2 - Impact

Score: __3.50__ (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic

The proposed objectives contribute well overall to the work programme impacts.

The outputs show significant potential to build confidence in government services and public auditabilit[...] complex supply chains and the introduction of a shared open data infrastructure. However, some impa[...] detail.

Barriers are clearly identified and the use of an incubator can help in the adoption of the proposal's tec[...]

Any substantial impacts not mentioned in the work programme, that would enhance innovatio[...] opportunities, strengthen competitiveness and growth of companies, address issues related [...] environment, or bring other important benefits for society

The proposal does not demonstrate any substantial impacts not mentioned in the work programme.

Quality of the proposed measures to:
- exploit and disseminate the project results (including management of IPR), and to manage r[...]
- communicate the project activities to different target audiences

The construction of a 'guerilla marketing' team will contribute to selecting the right partners for actual in[...]
However, the commercial exploitation of the project results is not effectively described.

The availability of APIs as part of the technical architecture though not entirely novel, shows promising[...]

22613/BEST-10/07/2018-14:45:34

Criterion 3 - Quality and efficiency of the implementation

Score: __3.50__ (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables

The work plan reflects well the overall objectives and outputs achievable showing the interaction between governance, data as evidence, design and participatory approaches, blockchain, deployment, outreach to users. The identified tasks are clearly mapped to the identified objectives.

The distribution of deliverables and tasks across the project lifecycle is largely well thought through. Nevertheless, an overly long interval between some milestones limits effective tracking.

Appropriateness of the management structures and procedures, including risk and innovation management

The project management structures, decision making boards, approach to collaboration and procedures for tracking are sound for this kind of project.

The innovation management approach is appropriate.

On the other hand, the risk management approach has a few shortcomings. For example, technological risks of blockchain lack explicit analysis, and the approach to mitigation is insufficiently proactive.

Complementarity of the participants and extent to which the consortium as a whole brings together the necessary expertise

The project shows a high degree of complementarity of academic, SME, other private companies and public sector partners, as well as it demonstrates good geographical distribution.

Many partners have extensive experience in EU projects and software development, which is positive.

The interdisciplinary and cross-sector skills are highly relevant to successfully implement the objectives of the project, but with some reservation about the small number of industrial partners and insufficient evidence of credentials in blockchain innovation.

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

While all partners make a substantial contribution to achieve the goals, having one partner leading a whole WP, including all the tasks and deliverables, shows imbalance in the key responsibilities between the partners. This is a substantial shortcoming, because reliance on a single partner for a WP shows the misallocation of expertise, which jeopardises the whole execution.

Resources are adequate to implement the actions, and cost breakdown is well justified.

Here comes the

Proposal Evaluation Form

According with document Ref. Ares(2018)5990318 - 22/11/2018

EUROPEAN COMMISSION

Horizon 2020 - Research and Innovation Framework Programme

Evaluation Summary Report - Research and Innovation actions/Innovation

Call:	H2020-SU-ICT-2018
Type of action:	IA
Proposal number:	832747
Proposal acronym:	ARGONAVIS
Duration (months):	36
Proposal title:	cyber-Attacks Response & recovery manaGment based ON blockchAin
Activity:	SU-ICT-01-2018 IA

N.	Proposer name	Country	Total Cost
1	UNIVERSITA DEGLI STUDI DI SALERNO	IT	871,000
2	Wise & Munro	NL	343,750
3	UNIVERSITAT PASSAU	DE	347,500
4	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE	UK	395,000
5	INSTITUT MINES-TELECOM	FR	349,438.75
6	JIHOCESKA UNIVERZITA V CESKYCH BUDEJOVICICH	CZ	170,750
7	UNIVERSITAET ST. GALLEN	CH	483,187.5
8	Nooaware B.V.	NL	388,125
9	ACT OPERATIONS RESEARCH UK LTD	UK	261,875
10	COMUNE DI PRATO	IT	147,500
11	MESTO PISEK	CZ	153,500
12	SOCIETE D'ECONOMIE MIXTE ISSY - MEDIA (SEM ISSY MEDIA)	FR	222,500
13	Gemeinde Neuburg a. Inn	DE	183,500
14	CZ.NIC, ZSPO	CZ	185,875
15	INSIEL - INFORMATICA PER IL SISTEMA DEGLI ENTI LOCALI S.P.A.	IT	213,125
16	Birdblook Ventures, Lda	PT	371,250
17	INESC ID - INSTITUTO DE ENGENHARIADE SISTEMAS E COMPUTADORES, INVESTIGACAO E DESENVOLVIMENTO EM LISBOA	PT	240,250
18	Prutech Innovation Services Ltd.	IE	357,650
	Total:		5,466,776.25

Abstract:
ARGONAVIS offers an innovative distributed platform to dynamically support human operators, with different skills and backgrounds, in assessing, controlling, and managing response and recovery actions to cybersecurity events. The platform boosts and fosters the dynamic production, gathering and management of "Pieces of Evidence" (PoE) items for evidence-based security and privacy risk assessment. PoE are immutable, traceable, resilient, distributed, non-repudiable, open format, and machine-readable reports about the security and privacy of Networks and Information Systems (NIS). PoE are dynamically produced by running pluggable cyber-security mechanisms (e.g. detector of anomalous network traffic), analysing logs from devices (e.g. IoT devices), and systems (e.g. service-oriented systems). Several PoE are then linked, correlated, and analysed to generate further analysis, providing additional PoE to the system. Indeed, sets of PoE can be correlated to identify coordinated attacks. Furthermore, countermeasures, responses to attacks are themselves PoE interlinked with other PoE. PoE are stored within a permissioned blockchain that implements a distributed ledger that in turn supports the sharing of PoE among relevant parties (e.g. CSIRTs). Hence, sets of PoE generated over time within an organisation form a valuable repository for forensic and attack investigations, since pieces of evidence that are stored within the blockchain cannot be tampered with. The ARGONAVIS ecosystem includes a blockchain / distributed ledger, an authoring tool to create PoEs, a navigation tool, and smart contracts to produce new evidence when triggered. The project includes four pilots in order to demonstrate the benefits of using blockchain for cyber-attack management based on Evidence-as-a-Service, and to provide empirical ground to our conclusions at the end of the project. The pilots will be implemented in four public administration organizations from four different European countries.

Evaluation Summary Report

Evaluation Result:

Total score: 6.50 (Threshold: 10)

Criterion 1 - Excellence

Score: 2.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:
Clarity and pertinence of the objectives
Soundness of the concept, and credibility of the proposed methodology
Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)
Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender dimension in research and innovation content

The proposal targets sub-topic B.

The proposal presented the objectives in a clear manner. However, they were
Furthermore, some of the objectives of the call text were not sufficiently detaile

The concept is not well described e.g. using a permission based blockchain st

The proposed methodology is credible however there are some weaknesses, t
throughout the proposal and how they plan to implement attack-defence graph

Criterion 2 - Impact

Score: 2.50 (Threshold: 3/5.00 , Weight: -)

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

There was no clear link between impact and the objectives and results.

Market analysis and identification of business opportunities are insufficiently addressed. Thus innovation capacity is unclear and the economic impact is not credible.

Criterion 3 - Quality and efficiency of the Implementation

Score: 1.50 (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account:
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with

n activities not linked to appropriate

ic standardisation bodies).

Again the question: What happened?

- There have been changes and improvements in all aspects: the core idea, the consortium, the proposal

- But how did it ended up in a change of the score from 10.50 to 6.50?

- Hmmm…

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And a more recent example…

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir
This project is co-funded by the European Union and the Republic of Türkiye

Evaluation Summary Report

Evaluation Result

Total score: 12.00 (Threshold: 10)

Form Information

SCORING

Scores must be in the range 0-5.

Interpretation of the score:

0 **The proposal fails to address the criterion** or cannot be ass

1 **Poor.** The criterion is inadequately addressed, or there are ser

2 **Fair.** The proposal broadly addresses the criterion, but there a

3 **Good.** The proposal addresses the criterion well, but a numbe

4 **Very good.** The proposal addresses the criterion very well, bu

5 **Excellent.** The proposal successfully addresses all relevant a

Criterion 1 - Excellence

22/09/2020-17:15:27

Associated with document Ref. Ares(2020)4960921 - 22/09/2020

Score: **4.50** (Threshold: 3/5.00 , Weight: -)

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

Clarity and pertinence of the objectives

Soundness of the concept, and credibility of the proposed methodology

Extent that proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives

Criterion 2 - Impact

Score: **4.00** (Threshold: 3/5.00 , Weight: -)

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

The proposal focuses on the Healthcare domain, and provides a useful analysis of the Surgical Robotics market. It addresses well the expected impact defined in the work programme, and related to the Call.

The proposal addresses well some additional impacts, in particular the development of new safety critical applications, possibility of growth for the EU companies, a redefinition of human robot interaction and innovations in VR-based training.

The management of IPR is well described.

Dissemination strategy is considered with a standard approach. However it is not adequately planned concerning the contribution to the common pool of knowledge.

Communication actions are not described in sufficient details, and left to be defined at the beginning of the project.

The exploitation strategy is based on the individual participants' exploitation plans, which are detailed and focused on the specific product coming from the project results. The pro[...]
results. However, the proposed busines[...]
SMEs) to produce more and better heal[...]

A solid innovation strategy necessary to[...]

Criterion 3 - Quality and efficiency of the Implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

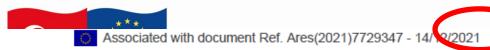**The following aspects will be taken into account:**
Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables
Appropriateness of the management structures and procedures, including risk and innovation management

Proposal Evaluation Form

	EUROPEAN COMMISSION Horizon Europe Framework Programme (HORIZON)	**Evaluation Summary Report - Coordination and support actions**

Call:
Type of action: HORIZON-CSA
Proposal number:
Proposal acronym:
Duration (months): 36

Proposal title:

Activity:

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1	INTERNATIONAL DEVELOPMENT IRELAND LIMITED	IE	2,856,625	57.15%	2,856,625	57.15%
2		IE	314,250	6.29%	314,250	6.29%
3		RO	105,000	2.10%	105,000	2.10%
4		ES	296,250	5.93%	296,250	5.93%
5		DE	378,375	7.57%	378,375	7.57%
6		ES	274,250	5.49%	274,250	5.49%
7		AT	189,250	3.79%	189,250	3.79%
8		EL	329,750	6.60%	329,750	6.60%
9		BE	83,000	1.66%	83,000	1.66%
10		FR	83,000	1.66%	83,000	1.66%
11		ES	88,500	1.77%	88,500	1.77%
	Total:		4,998,250		4,998,250	

Abstract:

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Evaluation Summary Report

Evaluation Result

Total score: 8.50 (Threshold: 10)

Criterion 1 - Excellence

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

Criterion 2 - Impact

Score: **2.50** (Threshold: 3/5.00 , Weight: -)

Criterion 3 - Quality and efficiency of the Implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

Proposal Evaluation Form

	EUROPEAN COMMISSION Horizon Europe (HORIZON)	**Evaluation Summary Report - Coordination and support actions**

Call:
Type of action: HORIZON-CSA
Proposal number:
Proposal acronym:
Duration (months): 30
Proposal title:
Activity:

N.	Proposer name	Country	Total Cost	%	Grant Requested	%
1		PT	0	-	367,500	36.76%
2		EL	0	-	208,125	20.82%
3	INTERNATIONAL DEVELOPMENT IRELAND LIMITED	IE	0	-	202,831.25	20.29%
4		ES	0	-	221,250	22.13%
	Total:		0		999,706.25	

Abstract:

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Take away messages

- Both success and failure are part of the **game**

- One needs to **learn** from them, dedicating resources systematically

- This needs **time** and probably **concessions** in the personal / family life

- Your introduction to Horizon Europe in a General Information Day *may be the start of a long journey!*

- Learning by being taught is not enough – *it needs hands-on practice*

- And above all: one needs to **get networked** at national and European level

Take away messages:
Build your own network!

- **Get networked** with peers and people with complementary profiles independently on your position within scientific, research or business domains

- **Long-lasting relationships** help a lot! Particularly in shaping concepts, sharing the risk of proposal preparation and enjoying working together

- But when building consortia, you probably need competences/ expertise outside your network. **Finding and securing the right partners** per project proposal is also essential!

- A team needs **time** to be built and **effort** to become and remain productive

TURKEY in
HORIZON 2020
COOPERATION. INNOVATION. COMPETITIVENESS

REPUBLIC OF TÜRKİYE
MINISTRY OF INDUSTRY
AND TECHNOLOGY

COMPETITIVE
SECTORS
PROGRAMME

TÜBİTAK

Food for thought and Q&A

- What is your strategy and plan towards success?

- What have you learned form your failures?

- How much do you afford to keep failing?

- How well networked you are and you can become?

Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir
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TURKEY in
HORIZON 2020
(COOPERATION. INNOVATION. COMPETITIVENESS)

REPUBLIC OF TÜRKİYE
MINISTRY OF INDUSTRY AND TECHNOLOGY

COMPETITIVE SECTORS PROGRAMME

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