



Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından finanse edilmektedir
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How to write a Horizon Europe Proposal



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Part 1: How to write a Horizon Europe Proposal, **EXCELLENCE** section

Questions & Answers

Part 2: How to write a Horizon Europe Proposal, **IMPACT** section

Questions & Answers

Part 3: How to write a Horizon Europe Proposal, **IMPLEMENTATION** section

Questions & Answers



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How to write a Horizon Europe Proposal, **EXCELLENCE** section

Part B Section Goals

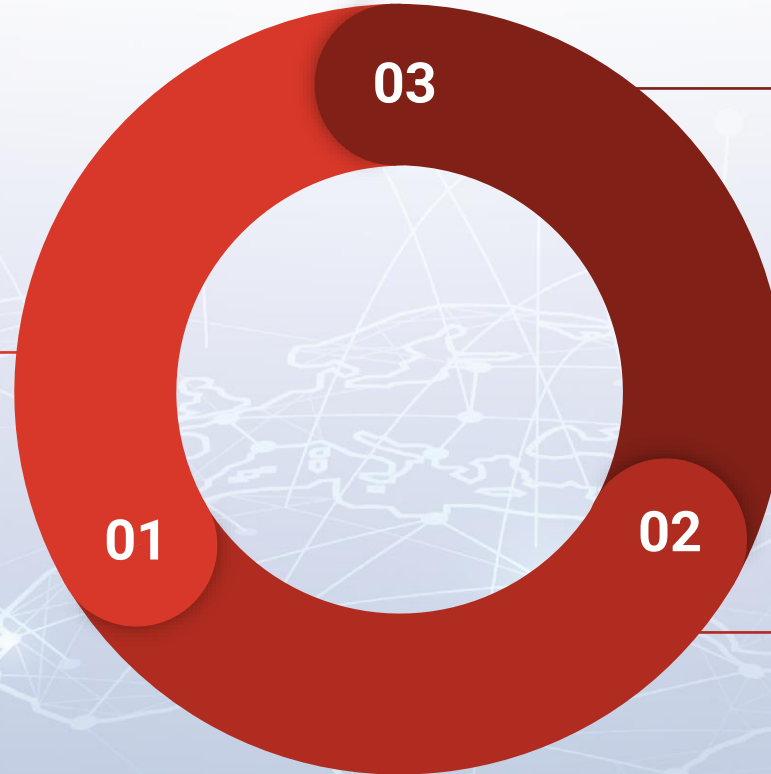


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Excellence

- What are the drivers?
- What is your motivation?
- What is your vision?
- What are your objectives?
- What are the basis?



Implementation

How will the project be executed?

Impact

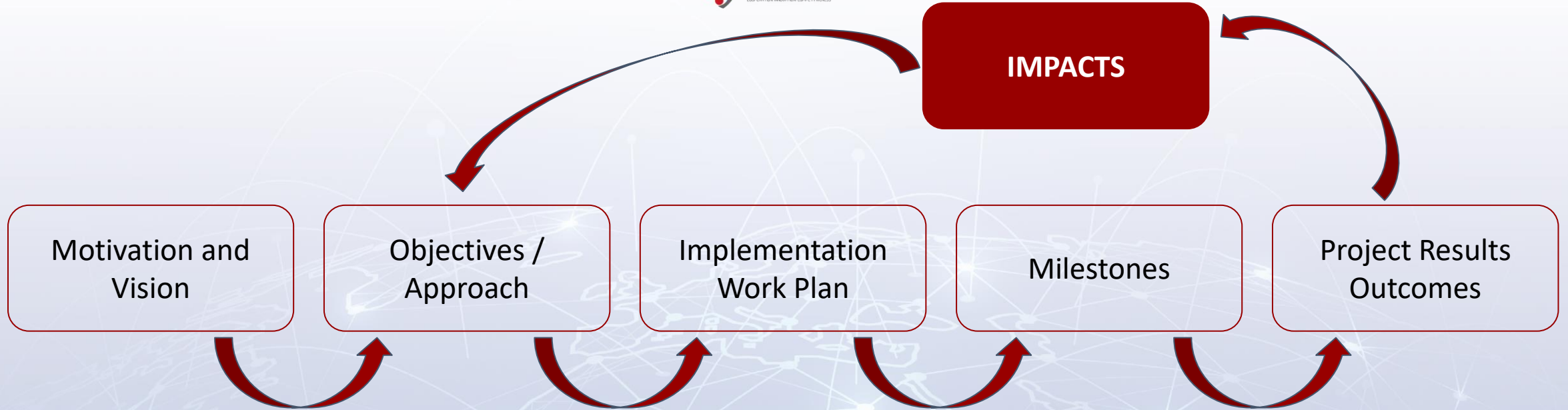
What will be the benefits of during the projects and beyond?

How will the project ensure these results improve society?

Coherence of the entire proposal



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Tips for your proposal



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1. Be Relevant

Read the call text carefully and deliver  what they are asking for. This cannot be stressed enough. This is not just in terms of science or methodology but also when writing the impact section of the proposal. Use the words from the text to show that you have read and understood what challenges you should be tackling. “Community building”, “stakeholder engagement” and “Open Source” are not just buzzwords you should include in your proposal text, but have meaning behind them.

2. The “Just-Right” Rule

Language too complicated or sentences too simple will not convey your message in the way that will result in a successful project. A happy medium is what is called for: language that is simple yet conveys impact and excellence of your project.

Tips for your proposal



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3. Convince your evaluator

Be assertive. Your impact will “make a difference in (insert relevant field here)”. Your methods of achieving impact are “beyond state-of-the-art”. Back these assertive statements up with proof and you have now confidently presented your work.

4. Don't Exaggerate

No your project probably won't get every single person to believe in climate change at the end of the project. There is no point in exaggerating or inflating the claims that you are making for your project or impact. The evaluator is an expert (or close to one) in the scientific or societal field: they know exactly what impact can and cannot be achieved in the timeframe and the methodology you are using.

Proposal template - Part B Excellence - old



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⚠ Fill in the title of your proposal below.

| |
|------------------------------|
| TITLE OF THE PROPOSAL |
|------------------------------|

⚠ The consortium members are listed in part A of the proposal (administrative forms). A summary list should also be provided in the table below.

List of participants

| Participant No. * | Participant organisation name | Country |
|-------------------|-------------------------------|---------|
| 1 (Coordinator) | | |
| 2 | | |
| 3 | | |

* Please use the same participant numbering as that used in the administrative proposal forms.

1. Excellence

Your proposal must address a work programme topic for this call for proposals.

⚠ This section of your proposal will be assessed only to the extent that it is relevant to that topic.

1. Objectives

- Describe the overall and specific objectives for the project¹, which should be clear, measurable, realistic and achievable within the duration of the project. Objectives should be consistent with the expected exploitation and impact of the project (see section 2).

2. Relation to the work programme

- Indicate the work programme topic to which your proposal relates, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the work programme.

3. Concept and methodology

(a) Concept

- Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumptions involved. Identify any inter-disciplinary considerations and, where relevant, use of stakeholder knowledge. Where relevant, include measures taken for public/societal engagement on issues related to the project. Describe the positioning of the project e.g. where it is situated in the spectrum from 'idea to application', or from 'lab to market'. Refer to Technology Readiness Levels where relevant. (See [General Annex G of the work programme](#));



- Describe any national or international research and innovation activities which will be linked with the project, especially where the outputs from these will feed into the project;

(b) Methodology

- Describe and explain the overall methodology, distinguishing, as appropriate, activities indicated in the relevant section of the work programme, e.g. for research, demonstration, piloting, first market replication, etc.
- Where relevant, describe how *the gender dimension*, i.e. sex and/or gender analysis is taken into account in the project's content.

⚠ Please note that this question does not refer to gender balance in the teams in charge of carrying out the project but to the content of the planned research and innovation activities. Sex and gender analysis refers to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to http://ec.europa.eu/research/swafs/gendered-innovations/index_en.cfm?pg=home

4. Ambition

- Describe the advance your proposal would provide beyond the state-of-the-art, and the extent the proposed work is ambitious.
- Describe the innovation potential (e.g. **ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models**) which the proposal represents. Where relevant, refer to products and services already available on the market. Please refer to the results of any patent search carried out.

¹ The term 'project' used in this template equates to an 'action' in certain other Horizon 2020 documentation.

Proposal template - Part B

Excellence - new



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Excellence – aspects to be taken into account.

- 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 proposed 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.

1. Excellence

⚠ *The following aspects will be taken into account only to the extent that the proposed work is within the scope of the work programme topic.*

1.1 Objectives and ambition [e.g. 4 pages]

- Briefly describe the objectives of your proposed work. Why are they pertinent to the work programme topic? Are they measurable and verifiable? Are they realistically achievable?
- Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models. Where relevant, illustrate the advance by referring to products and services already available on the market. Refer to any patent or publication search carried out.
- Describe where the proposed work is positioned in terms of R&I maturity (i.e. where it is situated in the spectrum from 'idea to application', or from 'lab to market'). Where applicable, provide an indication of the Technology Readiness Level, if possible 'distinguishing the start and by the end of the project.'
 - ⚠ *Please bear in mind that advances beyond the state of the art must be interpreted in the light of the positioning of the project. Expectations will not be the same for RIAs at lower TRL, compared with Innovation Actions at high TRLs.*

1.2 Methodology [e.g. 15 pages]

- Describe and explain the overall methodology, including the concepts, models and assumptions that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any important challenges you may have identified in the chosen methodology and how you intend to overcome them. [e.g. 10 pages]
 - ⚠ *This section should be presented as a narrative. The detailed tasks and work packages are described below under 'Implementation'.*
 - ⚠ *Where relevant, include how the project methodology complies with the 'do no significant harm' principle as per Article 17 of Regulation (EU) No 2020/852 on the establishment of a framework to facilitate sustainable investment (i.e. the so-called 'EU Taxonomy Regulation'). This means that the methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation.*
- Describe any national or international research and innovation activities whose results will feed into the

project, and how that link will be established; [e.g. 1 pages]

- Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives. If you consider that an inter-disciplinary approach is unnecessary in the context of the proposed work, please provide a justification. [e.g. 1/2 page]
- For topics where the work programme indicates the need for the integration of social sciences and humanities, show the role of these disciplines in the project or provide a justification if you consider that these disciplines are not relevant to your proposed project. [e.g. 1/2 page]
- Describe how the gender dimension (i.e. sex and/or gender analysis) is taken into account in the project's research and innovation content [e.g. 1 page]. If you do not consider such a gender dimension to be relevant in your project, please provide a justification.

⚠ *Note: This section is mandatory except for topics which have been identified in the work programme as not requiring the integration of the gender dimension into R&I content.*

⚠ *Remember that that this question relates to the content of the planned research and innovation activities, and not to gender balance in the teams in charge of carrying out the project.*

⚠ *Sex and gender analysis refers to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to http://ec.europa.eu/research/swafs/gendered-innovations/index_en.cfm?pg=home*

- Describe how appropriate open science practices are implemented as an integral part of the proposed methodology. Show how the choice of practices and their implementation are adapted to the nature of your work, in a way that will increase the chances of the project delivering on its objectives [e.g. 1 page]. If you believe that none of these practices are appropriate for your project, please provide a justification here.
 - ⚠ *Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Open science practices include early and open sharing of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing); research output management; measures to ensure reproducibility of research outputs; providing open access to research outputs (such as publications, data, software, models, algorithms, and workflows); participation in open peer-review; and involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).*
 - ⚠ *Please note that this question does not refer to outreach actions that may be planned as part of communication, dissemination and exploitation activities. These aspects should instead be described below under 'Impact'.*

- **Research data management and management of other research outputs:** Applicants generating/collecting data and/or other research outputs (except for publications) during the project must provide maximum 1 page on how the data/ research outputs will be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable), addressing the following (the description should be specific to your project): [1 page]

Types of data/research outputs (e.g. experimental, observational, images, text, numerical) and their estimated size; if applicable, combination with, and provenance of, existing data.

Findability of data/research outputs: Types of persistent and unique identifiers (e.g. digital object identifiers) and trusted repositories that will be used.

Accessibility of data/research outputs: IPR considerations and timeline for open access (if open access not provided, explain why); provisions for access to restricted data for verification purposes.

Interoperability of data/research outputs: Standards, formats and vocabularies for data and metadata.

Reusability of data/research outputs: Licenses for data sharing and re-use (e.g. Creative Commons, Open Data Commons); availability of tools/software/models for data generation and validation/interpretation/re-use.

Curation and storage/preservation costs; person/team responsible for data management and quality assurance.

⚠ *Proposals selected for funding under Horizon Europe will need to develop a detailed data management plan (DMP) for making their data/research outputs findable, accessible, interoperable and reusable (FAIR) as a deliverable by month 6 and revised towards the end of a project's lifetime.*

⚠ *For guidance on open science practices and research data management, please refer to the relevant section of the [HE Programme Guide](#) on the Funding & Tenders Portal.*



Excellence evaluation criteria (RIAs & IAs)



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- 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 proposed **methodology**, including the underlying concepts, models, assumptions, inter-disciplinary 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.

Selecting a project title and acronym



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Project Title: One-sentence describing the project. Normally easy to produce once the concept is clear

Project acronym: often using an acronym generator and choosing a word. Else anything memorable related to the concept

Proposal Full Title: Built to Specifications – Tools for the 21st Century Construction Site

Proposal Acronym: Built2Spec

Title of Proposal: Advanced materials solutions for next generation high efficiency concentrated solar power (CSP) tower systems

Acronym: NEXTOWER

INDIGO 696098

New generation of Intelligent & Efficient District Cooling systems

Biorefinery combining HTL and FT to convert wet and solid organic, industrial wastes into 2nd generation biofuels with highest efficiency

HEAT-TO-FUEL

Excellence - The First Page



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- Put yourself on the shoes of the evaluator
- Evaluators may have broad expertise but not specific
- Evaluators are human beings
 - They may be reviewing your proposal at 5pm on a Friday,
 - They might be tired,
 - They might have only 10 min left to assess your proposal.
 - Do not annoy them further in a situation like this by poor formatting, typos or not following the requested template.
 - **Make it easy for them to find the key points!!!!**
- **So in the first page do answer**
 - What problem the project solves? Why is of EU relevance?
 - What is the competition, how does the project assess against it?
 - What is the impact?
 - Why is the consortium the best?
 - Present the concept with an image

Example First Page



Ru nroie Avrupa Birliđi ve Ttirkiye Cumhuriyeti

Problem

1. EXCELLENCE

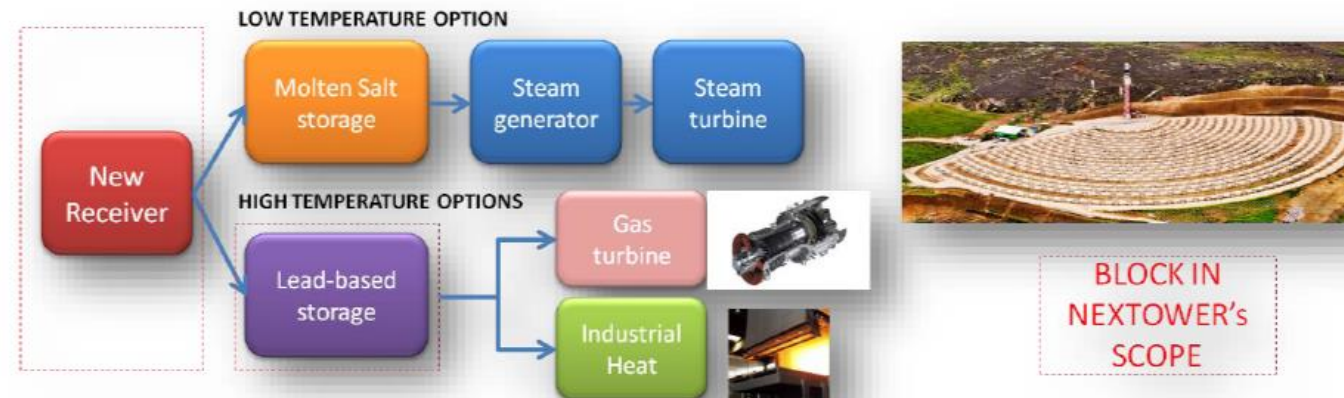
At a glance. NEXTOWER aims at demonstrating high-performance durable materials for the next generation of concentrated solar power (CSP) air-based tower systems, making them commercially competitive in the energy market beyond 2020. While CSP towers are socially and technically appealing, for their great environmental sustainability and the potential for electrical and thermal power generation, their industrial exploitation has been significantly slowed down by the materials used for the core component (i.e. the high temperature solar receiver) which is affected by limitations in maximum working temperatures and in-service overall durability, mainly due to failure by thermal cycling.

Solution

NEXTOWER responds by taking a comprehensive conceptual and manufacturing approach that starts by optimizing for durability the ceramic materials to achieve 20-25 years of maintenance-free service receiver components, while increasing their operating temperature for thermodynamic efficiency at the system level and possible unprecedented applications downstream, such as the direct interfacing with a Brayton cycle or the supply of zero-emission heat for industrial/chemical processing. The actual exploitation of the hotter air (up to 800°C) is then crucially tied to the development of a high-temperature thermal storage, here inspired by nuclear fission GEN-IV technology and based on liquid lead by means of new corrosion resistant steels.

Impact

NEXTOWER 's methodology is market/industry-oriented, focusing on the usage of materials solutions from global market suppliers (with appropriate manufacturing capability) and leveraging their **standardization and field validation in a new full scale demonstrator called SOLEAD (Solar tOwer LEAd Demo)** (the first of its kind) to be built at the Mersin plant of GCSP in Turkey . The NEXTOWER approach is portrayed in Figure 1.



Excellence - Objectives



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**Linked to the call,
concept and impact**

Make them SMaRT

Specific

Meeting the identified needs in the motivation

Measurable

Measured by specific attainable indicators



Relevant

Adequate to the project goals and socio-cultural environment

Timely

Achieved during the project and reaching the market when needed

Excellence - Objectives



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Objectives \neq activities!

- The right question: – What do I plan to achieve?
- The wrong question: – What am I going to do?

Objectives examples



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1.1 Objectives

Aim: TABEDE aims to allow all buildings equipped with Energy Management Systems to integrate energy grid demand response schemes, independently of communication standards.

TABEDE aim is translated into the following objectives, as illustrated in Figure 1.

Clear and concise aim of the project

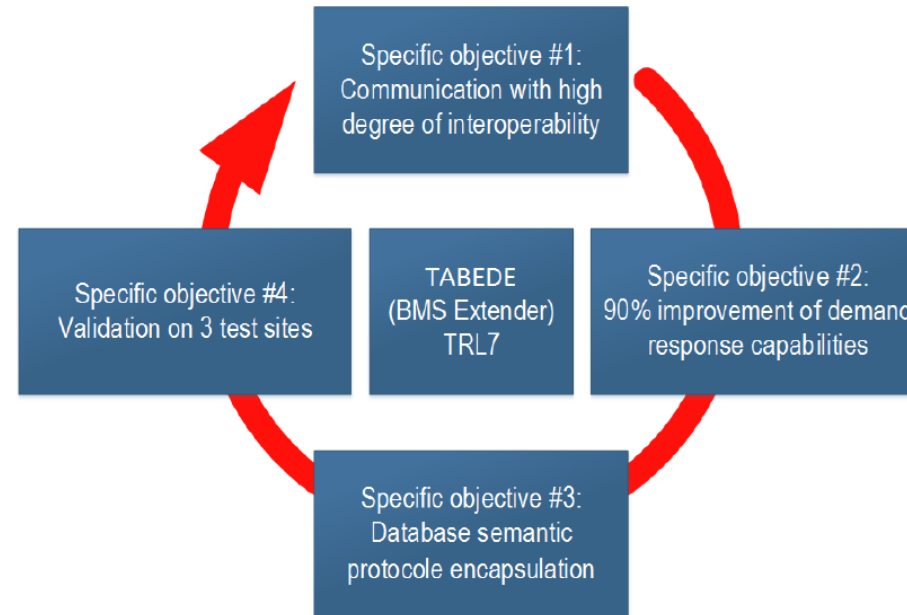


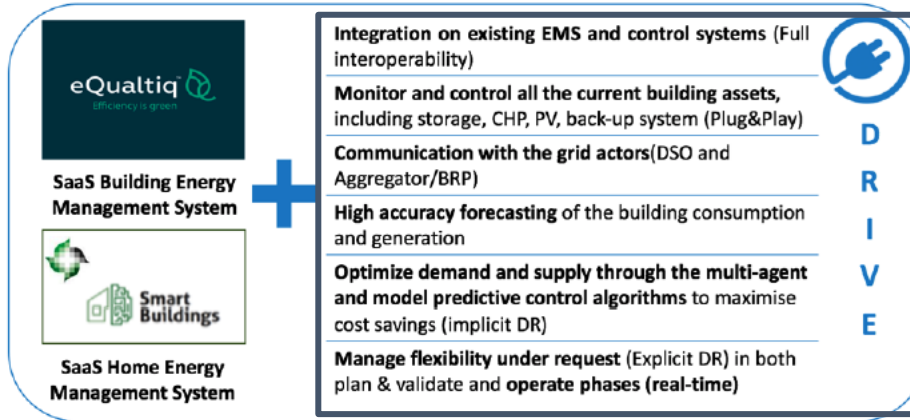
Figure 1: TABEDE specific objectives

Objectives examples



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Objective 1: Unlock DR potential in residential and tertiary buildings through low cost solutions that are universally interoperable, integrating innovative load prediction and optimization algorithms



A fully developed Demand Response market is highly dependent on the end user participation in DR programs. Currently there is a lack of simple, interoperable and low cost technologies that allow buildings to communicate with the energy grid and participate in DR markets. In order to overcome these issues, DRiVE will improve the existing SaaS EMS **Smartbuildings®** (for residential buildings) and **eQualtiq** (for tertiary ones) making them fully-interoperable with Building HEMS/BEMS or directly with building assets and

Unique selling points

substantially enhancing their Demand Response capabilities. This will result in low-cost and fast penetration in the building sector. In addition, both solutions will be integrated with **innovative high accuracy load forecasting** capabilities, built on the state-of-the-art **Computational Urban Sustainability Platform (CUSP)**, developed by CU as part of previous projects FP7 MAS²TERING and PERFORMER, and further refined in H2020 projects PENTAGON and THERMOSS. The focus of extending CUSP in DRiVE will be the integration of significant advances in computational intelligence techniques for fast, high-accuracy data-centric segmentation and time-series forecasting of loads, generation, flexibility, and profiles—to make significant advances in terms of **temporal** (minutes to hours and days) and **spatial accuracy** (individual buildings to neighbourhoods and cities), which will go beyond the conventional static customer segmentation (e.g. ELEXON profile classes) currently used by DSOs and TSOs, to unlock demand-response potential from individual buildings and VRES generation assets. DRiVE forecasting will also incorporate customer demographics and their socio-behavioural characteristics—the importance of which in improving forecasting accuracy was identified first⁸ in MAS²TERING but will be extended to include geographical distribution of socio-economic indicators. DRiVE DR optimisation and decision support will be enabled by an innovative **Model Predictive Control (MPC)** which integrates the building inertia as a flexible load, and by the **MAS optimization algorithms for buildings**, that enables decentralized optimization between building assets (including generation and storage) to maximise energy cost-saving and/or comply with the external DR request coming from the DRiVE aggregator platform (Objective 2). It is expected that the **DRiVE DR solutions will unlock up to 20% of building DR potential and allow up to 30% cost-saving in tertiary buildings and up to 25% in residential ones.**

Quantifiable

Objectives examples



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Objective 4: Engage and stimulate customers to participate in DR programs through a consumer portal



Figure 5: DRivE customer portal services

DRivE's DR-enabling solutions are connected with smart metering and building assets in a

Objective 3: Demonstration of secure communication through the design & development of cyber-security components for Smart Grids



The implementation of DRivE involves deeper collection and exploitation of consumer data, which triggers privacy, confidentiality and data integrity concerns. It also exposes distribution networks to cyber-attacks for which early warning, detection and reaction capabilities are required. A considerable challenge will be to manage and maintain the security level of a wide and heterogeneous system in a context where ICT and energy components have totally mismatching life-cycles. **The new components developed by DRivE will be secured from the design phase, integrating novel machine learning based algorithms for built-in cyber-security mechanisms to prevent attacks.** DRivE cybersecurity services are shown in Figure 4.

Include hot topics in the energy field:

- User engagement
- Blockchain
- Cybersecurity

Objectives examples



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OBJ. 2: ECONOMIC OBJECTIVES

2.1. Compliance with strict cost-effectiveness and performance targets.

Glazed crystalline silicon BIPV module technologies:

- **Target price:** 175-300€/m² by year 2018 for PV laminates and insulating glazing units. 175-200 €/ m² by year 2021.
- **Cost with respect to equivalent non-PV systems** at same passive property performance ratio: maximum 100 €/m² overcost.
- **Performance target:** 100 - 160 W/m² module efficiency target depending on specific technology.
- **Payback time:** 5-7 years maximum, depending on business model, climatic conditions, etc.

Clear Targets

Objectives examples



STO6: Development of effective business models ready for large-scale replication. REACT will through dedicated project activities prepare the ground and raise awareness for business opportunities and large-scale replication, involving relevant stakeholders such as island communities, technology providers, DSOs, ESCOs, etc.

Taking the energy supply chain already as a business model *per se*, REACT will ensure that involved parties (such as grid operators and end consumers) benefit from provided services in different ways. Furthermore, having in mind its scalable nature and replicability, REACT will create new business opportunities at the grid level owing to the economical savings achieved by optimal management of underlying RES and storage assets. This will provide benefits for grid operators and island residents. REACT will develop replication plans based on the lessons learned from the pilot implementation. Dissemination and communication activities will promote REACT in EU and beyond.

| Main indicators for STO6 | | |
|--|--|---|
| Action and project outcomes | Key Performance Indicators | Targeted Metrics |
| <ul style="list-style-type: none">● Business model validation at project demo islands● Exploitation plans for “followers”● Promote the project results at REACT workshops and beyond | <ul style="list-style-type: none">● Business model demonstration● Economical savings for end-consumers● Dissemination activities (workshops, publications, etc.) | <ul style="list-style-type: none">● Validation at 3 demo and plans for 5 “follower” islands● 60% energy cost savings● 6 workshops organized, 6 journal publications, etc. |
| Related WPs: WP7 (T7.2, T7.3, T7.4), WP8 (T8.1, T8.2, T8.3, T8.4) | | |

KPIs matching WPs and tasks!

Excellence - Ambition



- ✓ Indicate any ground-breaking novel concepts & approaches, new products, services or business and organizational models.
 - ✓ Where relevant, refer to **products and services** already available on the market.
 - ✓ Refer to the **results of any patent search** carried out.
- Possible to break down into several subareas:**
- ✓ What is the state of the art in this field?
 - ✓ How does your project go beyond this state of the art?
 - ✓ Don't write endless pages on the state of the art – stay reader friendly! Focus on YOUR project
 - ✓ **Stress the AMBITION of the project!**
 - ✓ **But: don't be overambitious and unrealistic!**

Excellence - Ambition



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1.4 Ambition

1.4.1 *Enhanced HEMS and BEMS*

Existing state-of-the-art

Interoperability and assets monitoring and control: Interoperability between standards for information modelling lies at the heart of DR integration. The IEC 61970 TC57 Common Information Model (CIM)²⁹ comprises three-layered parts as a reference UML model, facilitating a diverse range of systems and processes including the management of network, outage, work, and assets; compliance checking, business process, and customer data, among others. **OpenADR**³⁰ (Open Automated Demand Response) standard, comprising a profile specification and schema, targets the interoperation and automation of applications, focussing on the integration of consumer, supplier and aggregator demand and response (of electrical energy supply) information to manage the resources from different perspectives such as cost, business models, and availability. The **energy@home**³¹ data model specifies a representation model for home area networks, based on CIM (through its evolution into the SEP2 model), and is broadly aligned with OpenADR. On the other hand, the Universal Smart Energy Framework (USEF) a set of specifications, designs, and implementation guidelines that enable you to establish a fully functional smart energy system. Despite wider industry support and implementation attempts, **none of the key standards on their own cover the spectrum of semantics involved in a flexible urban energy network, covering homes and**

Proposed progress beyond state-of-the-art

Based on the experiences in developing building and district level models of energy systems in EU projects, MAS²TERING and RESILIENT, DRivE will **develop an ontology based semantic data model** to: (a) **create a meta-model for seamless integration** between CIM, OpenADR and energy@home, while **implementing USEF components** (the interaction model, market-based control mechanism, grid operations, smart energy services, privacy and security and ICT architecture) and being extensible for integrating future standards, and (b) **capture and model new entities related to thermal devices and transactive energy** that are lacking or poorly implemented in existing standards. The ability for machine interpretation and the re-use of up- and down-stream ontologies from other relevant domains will offer new advantages for the industry in terms of reduced development time and cost, and scalability. In particular, the DRivE semantic model will deliver and ensure the following specific features from objectives 1, 2 and 5:

- **Seamless transfer of information** between the grid, buildings, and business processes and actors;

Excellence - R&I Maturity / TRL Positioning



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Describe the positioning of the project in the spectrum from ‘idea to application’ or from ‘lab to market’ & use TRL **exactly** as in the call.

| Main results | Current state | After INDIGO |
|----------------------|---|---|
| MPC for HVAC systems | The use of MPC-s has rarely been applied to HVAC systems. Application of the technology for HVAC-s is still at research level with reduced size test cases being reported in the scientific literature. TRL4 | MPC controllers will be implemented in several buildings, in a large scale testing site (11 buildings and 5MW cooling power installed for HVAC systems) TRL5 |

| Project development materials | | Current TRL | TRL to achieve |
|-------------------------------|--|-------------|----------------|
| 1 | Ceramic receiver (“All-SiC” design), based on commercial SiC filters for diesel engines by LIQ (formerly Cometas), delivers a super strong and super thermally conductive SiC honeycomb structure. The design has been upgraded to create a recrystallized SiC monolithic component by a special joining of SiC at 2500°C (see Section 1.4.1). | 5 | 6-7 |

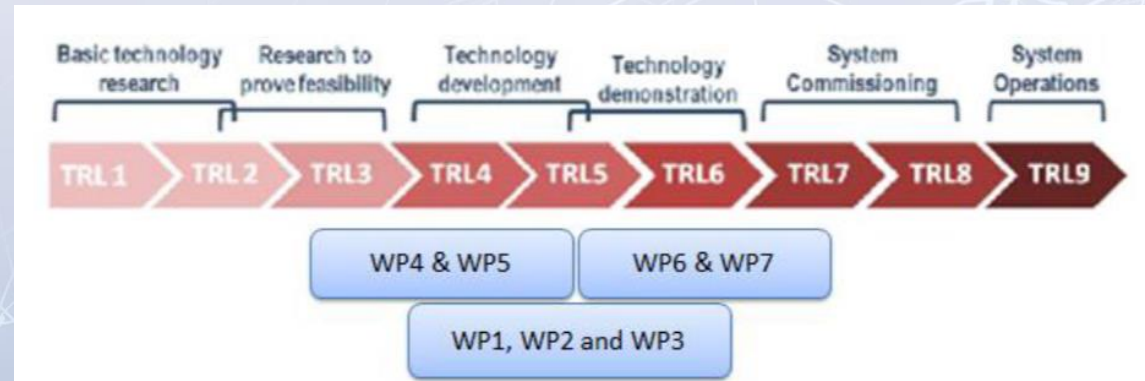


Figure 5. RTD and DEMO WP Mapping to TRL

Positioning of the project. The targeted call LCE17 -2017 specifies that Activities are expected to focus on Technology Readiness Levels 5-7 which according to the guidelines given in annex G of the work program correspond from validation and demonstration of technologies in relevant environments to demonstration of system prototype in operational environment. The positioning of GEOFIT is best described with respect to the four innovation levels. The four levels themselves consist of individual efforts that range with respect to their TRL. The TRLs of the individual technologies and their evolution during the project span are provided in Section 1.4.

Energy Demand Calculation Engine (EDCE)- From TRL5 to TRL7

Excellence - Methodology & Concept



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- Describe and explain the **overall methodology, concept** underpinning the project. Describe the **main ideas, models or assumptions** involved.
- Identify any inter-disciplinary considerations; **where relevant, use of stakeholder knowledge**
- For topics where the work programme indicates the need for the integration of **social sciences and humanities**, show the role of these disciplines in the project or provide a justification if you consider that these disciplines are not relevant to your proposed project.

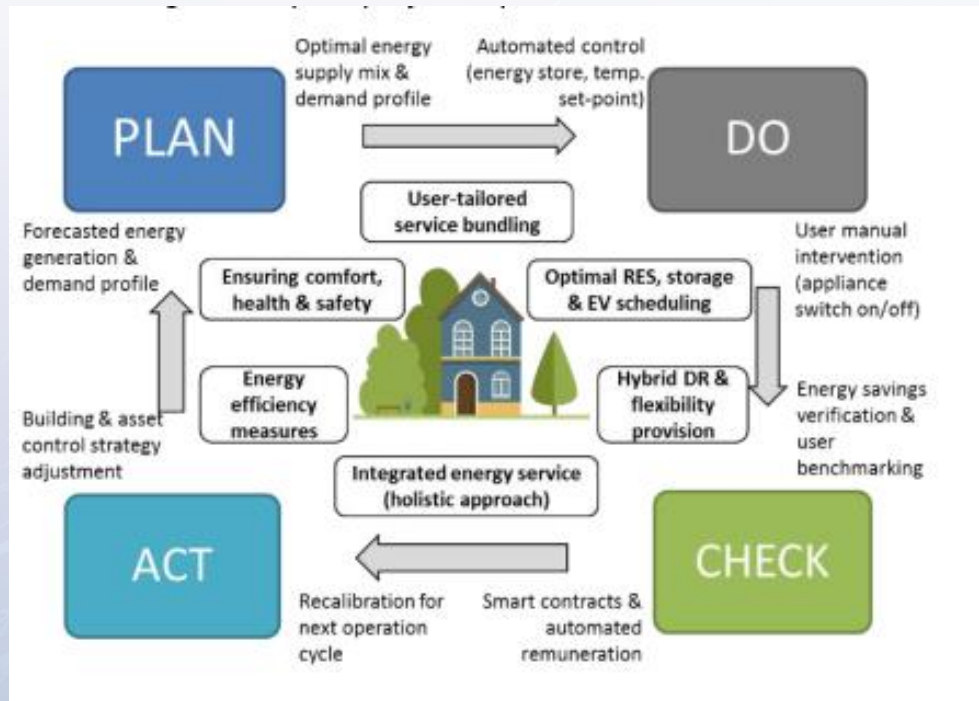
Excellence - Concept



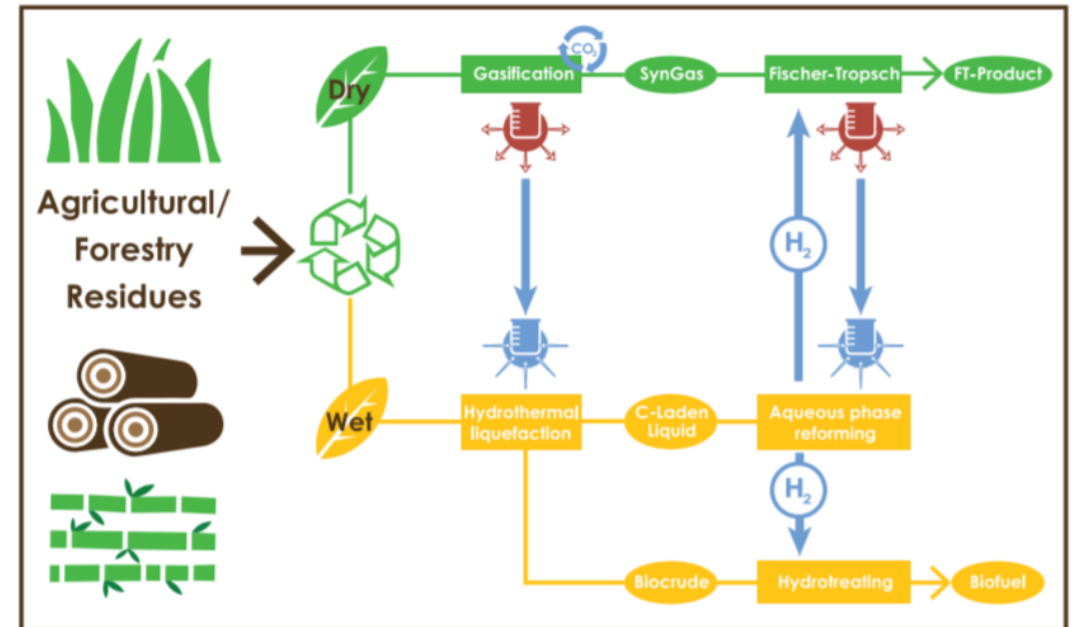
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- Describe the overall concept behind the project



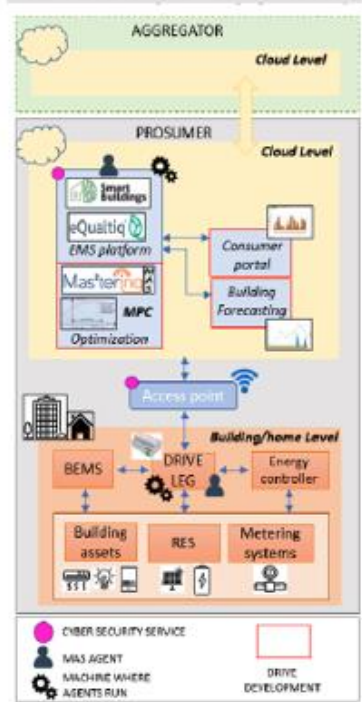
THE HEAT TO FUEL PROCESS



- Identify interdisciplinarity considerations

Excellence - Concept

Research & Innovation Level 2 - Demand Response enabling technologies for buildings



enabled per project/customer. Some examples
 Figure 10: DRIVE solution high-level architecture at prosumer level

consumption. The core of the platform is built upon learning focussed) which have the potential to be t



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Upgrade 1 – Enable full interoperability and full operability of DRiVe DR-enabling base technologies in buildings

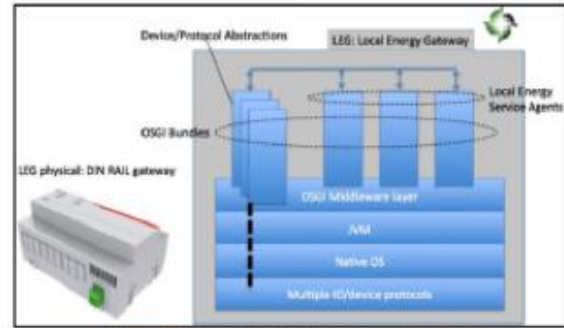


Figure 11: Local Energy Gateway Layered Stack

Upgrade 2 – Integration with enhanced forecasting techniques, RES control, predictive management and building optimization strategies

Upgrade 3 – Integration with MAS-based algorithm framework for in-building optimization



efficient energy performance
 ions at the lower cost. Through
 ponent of the DRiVe flexibility
 of controllable assets and
 fters, plus integrating new
 rices it will be able to offer.

(part of SmartPowerSuite®)

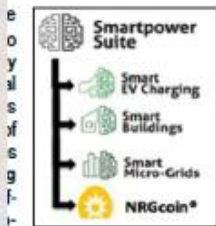


table.



Excellence - Validation and Demo sites



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- Be credible! Show the evaluator how you will demonstrate your solution
- Be elegant in presenting it
- Comply with the call topic requests
- Include demonstration strategy
- If you have real demo sites **MAKE IT COUNT!**

Excellence - Validation and Demo sites



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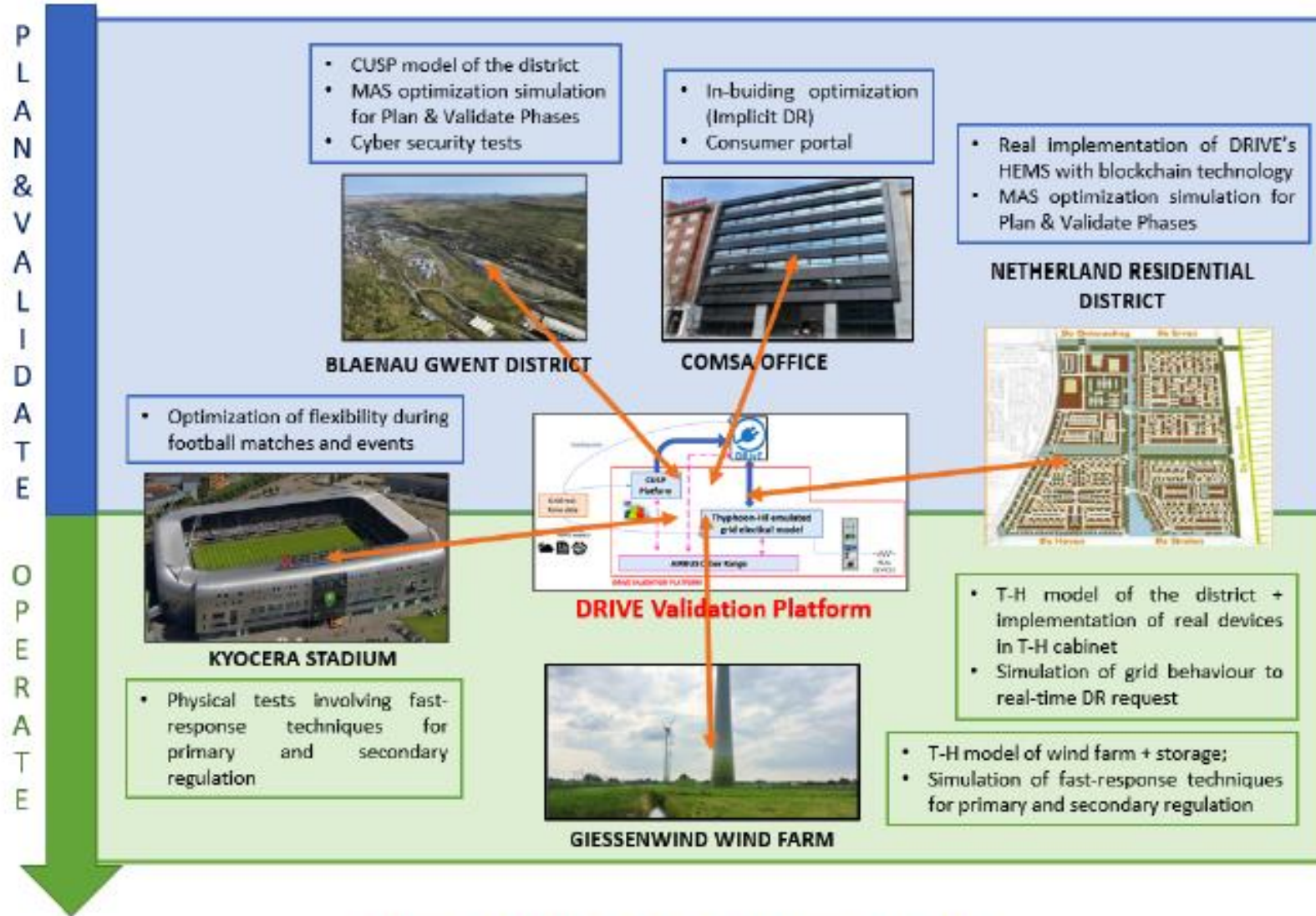


Figure 26: Map of the validation activities

Excellence - Validation and Demo sites



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| DEMO 3 GENERAL INFORMATION | |
|--|--|
| Project pilot location | the Aran Islands (Ireland) |
| Focus area for project demonstration | Energy, business island of Aran Islands |
| Number of buildings/households involved in the project demonstration | 4 pre-selected residential dwellings and community buildings |
| Potential outreach immediately after REACT (in number of buildings/households) | up to 400 dwellings in Aran Islands (and in the islands along the west coast of Ireland) |
| Designated partners | ING ES&S (supported by ABB, ELEY) |
| DEMO 3 DESCRIPTION | |
| Demo overview | Demo site photos |
| <p>The Aran Islands are located approximately 10 nautical miles from County Galway on the West Coast of Ireland. There are 3 islands in total Inis Mór, Inis Meáin, Inis Oírr comprising a total population of approximately 1,225 inhabitants (this doubles during the Summer months from tourist activity). The climate is temperate with average temperature ranges of 14°C in summer to 6°C in winter. The prevailing winds are West/South West. In 2008 (baseline year), the total annual electrical energy consumption for all 3 Islands was approximately 3,942kWhr, which is provided via a 3MW cable connection to the mainland. The energy demands for the Islands in 2008 are 64% Heating (space and water), 23% electricity and 13% transport. Between 2008 and 2015, Aran Islands embarked on ambitious program to reduce the three island's dependency on fossil fuels, thereby reducing the dependency in energy imports by 84% from the 2008 levels. The technologies chosen to reduce the dependency on fossil fuels included increased levels of insulation (23%), electrification of the heating and transportation requirements (48%) and an increase of wind energy capacity to 1.9 MW (13%).</p> | |

Excellence - Methodology



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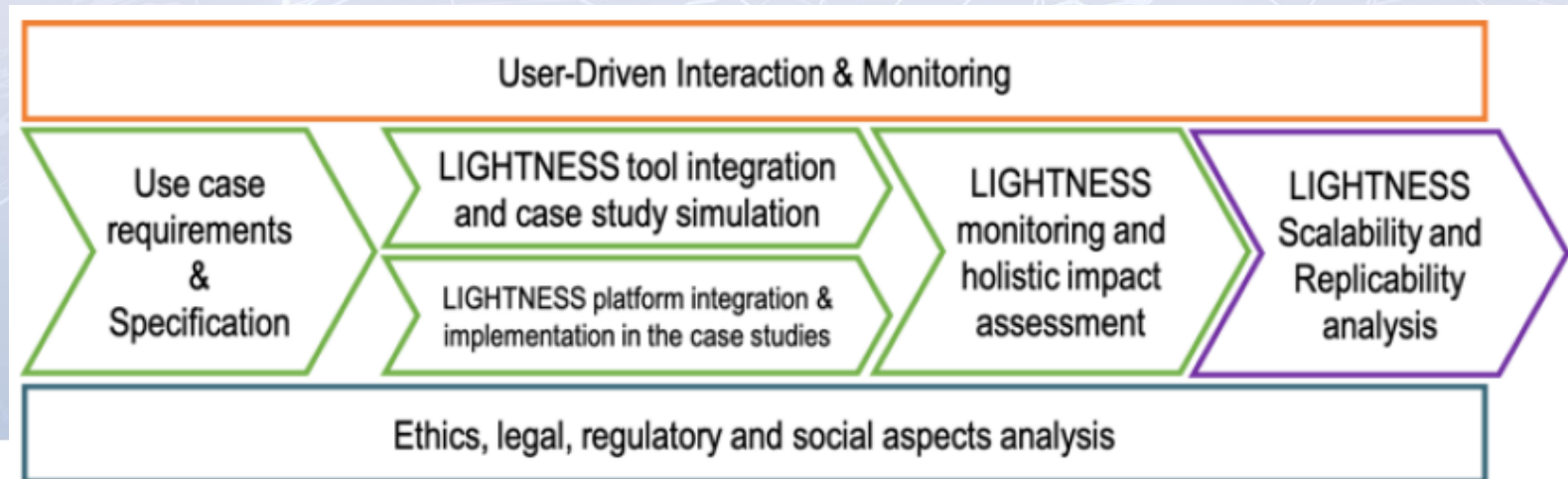
Explain the overall methodology

Overall approach and methodology

GEOFIT will use a 48-month work program and 11 work packages to develop, integrate and demonstrate the diverse technology assets, skills, and capabilities of the consortium in a logical evolution of the work packages that leads to the successful achievement of the project Macro and S&T objectives.

GEOFIT' strategy for Technology development. GEOFIT strategy is to begin with users and their requirements to set a common baseline across this large consortium of exciting but complex activities by setting a new IDDS framework for the proper management of Geothermal based retrofitting projects in WP1). Following this, GEOFIT attain-in parallel- the development and testing at TRL6 the Level 1's innovations (ICT tools for viable and cost-effective geothermal retrofitting) and Level 2 (Technologies and Techniques enabling urban geothermal retrofitting) reaching TRL6.

- Methodology is not Work Plan (many proposals use a PERT, is OK)





Gender dimension in R&I content



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Gender Dimension

Addressing the gender dimension in research and innovation entails taking into account sex and gender in the whole research & innovation process.

The integration of the gender dimension into R&I content is mandatory, unless it is explicitly mentioned in the topic description

Why is gender dimension important?

- Does it make sense to design car safety equipment only on the basis of male body standards?
- Is it responsible to develop AI products that spread gender and racial biases due to a lack of diversity in the data used in training AI applications
- Is it normal that household travel surveys, and thus mobility analysis and transport planning, underrate trips performed as part of caring work?
- And did you know that climate change is affecting sex determination in a number of marine species and that certain populations are now at risk of extinction?



Award Criteria: Integration of the gender dimension

Excellence - Open Science



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- Describe how appropriate **open science*** practices are implemented as an integral part of the proposed methodology.
- Describe how practices & their implementation are adapted to the nature of your work, in a way that will increase chances of project delivering its objectives
- Mandatory immediate Open Access to publications

Excellence - Open Science



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- **Early and open sharing** of research (e.G, pre-prints)
- **Research output management** including research data management
- Measures to ensure **reproducibility** of research outputs
- Providing **open access** to research outputs (e.G. Publications, data, software, models, algorithms) via deposition in repositories
- Participation in **open peer-review**
- **Involving all relevant knowledge actors** including citizens, civil society & end users in the co-creation of R&I (e.G., Citizen science)

<https://open-research-europe.ec.europa.eu/>



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How to write part per part the IMPACT section in Horizon Europe

Proposal template - Part B Impact - old




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2. Impact

1. Expected impacts

 Please be specific, and provide only information that applies to the proposal and its objectives. Wherever possible, use quantified indicators and targets.


- Describe how your project will 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
- Describe any barriers/obstacles, and any framework conditions (such as regulation, standards, public acceptance, workforce considerations, financing of follow-up steps, cooperation of other links in the value chain), that may determine whether and to what extent the expected impacts will be achieved. (This should not include any risk factors concerning implementation, as covered in section 3.2.)


a) Dissemination and exploitation² of results


- Provide a draft '**plan for the dissemination and exploitation of the project's results**'. Please note that such a draft plan is an **admissibility condition**, unless the work programme topic explicitly states that such a plan is not required.

Show how the proposed measures will help to achieve the expected impact of the project.


The plan, should be proportionate to the scale of the project, and should contain measures to be implemented both during and after the end of the project. For innovation actions, in particular, please describe a credible path to deliver these innovations to the market.

 Your plan for the dissemination and exploitation of the project's results is key to maximising their **impact**. This plan should describe, in a concrete and comprehensive manner, the **area** in which you expect to make an impact and **who** are the potential users of your results. Your plan should also describe **how** you intend to use the appropriate channels of dissemination and interaction with potential users.

 Consider the full range of potential users and uses, including research, commercial, investment, social, environmental, policy-making, setting standards, skills and educational training where relevant.

 Your plan should give due consideration to the possible **follow-up** of your project, once it is finished. Its exploitation could require additional investments, wider testing or scaling up. Its exploitation could also require other pre-conditions like regulation to be adapted, or value chains to adopt the results, or the public at large being receptive to your results.

- Include a business plan where relevant.
- As relevant, include information on how the participants will manage the research data generated and/or collected during the project, in particular addressing the following issues:
 - What types of data will the project generate/collect?
 - What standards will be used?
 - How will this data be exploited and/or shared/made accessible for verification and re-use? If data cannot be made available, explain why.
 - How will this data be curated and preserved?
 - How will the costs for data curation and preservation be covered?

 Actions under Horizon 2020 participate in the extended 'Pilot on Open Research Data in Horizon 2020 ('open research data by default'), except if they indicate otherwise ('opt-out').³ Once the action

Proposal template - Part B

Impact - new



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interest groups or segments of society relevant to this project.

⚠ The outcomes and impacts of your project may:

- Scientific, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
- Economic/technological, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
- Societal, e.g. decreasing CO₂ emissions, decreasing avoidable mortality, improving policies and decision making, raising consumer awareness.

Only include such outcomes and impacts where your project would make a significant and direct contribution. Avoid describing very tenuous links to wider impacts. However, include any potential negative environmental outcome or impact of the project including when expected results are brought at scale (such as at commercial level). Where relevant, explain how the potential harm can be managed.

(b) Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.

⚠ Note that this does not include the critical risks inherent to the management of the project itself, which should be described below under 'Implementation'.

(c) Give an indication of the scale and significance of the project's contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.

⚠ 'Scale' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time; 'Significance' refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.

⚠ Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your project. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use only one methodology for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).

⚠ Your estimate must relate to this project only - the effect of other initiatives should not be taken into account.

2.2 Measures to maximise impact - Dissemination, exploitation and communication [e.g. 5 pages]

- Describe the planned measures to maximise the impact of your project by providing a first version of your 'plan for the dissemination and exploitation including communication activities'. Describe the

Impact – aspects to be taken into account.

- 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 due to 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.

The results of your project should make a contribution to the expected outcomes set out for the work programme topic over the medium term, and to the wider expected impacts set out in the 'destination' over the longer term.

In this section you should show how your project could contribute to the outcomes and impacts described in the work programme, the likely scale and significance of this contribution, and the measures to maximise these impacts.

2.1 Project's pathway towards impact [e.g. 4 pages]

- Provide a narrative explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project. The narrative should include the components below, tailored to your project.

(a) Describe the unique contribution your project results would make towards (1) the **outcomes** specified in this topic, and (2) the **wider impacts**, in the longer term, specified in the respective destinations in the work programme.

⚠ Be specific, referring to the effects of your project, and not R&I in general in this field.

⚠ State the target groups that would benefit. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular

dissemination, exploitation and communication measures that are planned, and the target group(s) addressed (e.g. scientific community, end users, financial actors, public at large).

⚠ Please remember that this plan is an admissibility condition, unless the work programme topic explicitly states otherwise. In case your proposal is selected for funding, a more detailed 'plan for dissemination and exploitation including communication activities' will need to be provided as a mandatory project deliverable within 6 months after signature date. This plan shall be periodically updated in alignment with the project's progress.

⚠ Communication⁵ measures should promote the project throughout the full lifespan of the project. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens. Activities must be strategically planned, with clear objectives, start at the outset and continue through the lifetime of the project. The description of the communication activities needs to state the main messages as well as the tools and channels that will be used to reach out to each of the chosen target groups.

⚠ All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project, e.g. standardisation activities. Your plan should give due consideration to the possible follow-up of your project, once it is finished. In the justification, explain why each measure chosen is best suited to reach the target group addressed. Where relevant, and for innovation actions, in particular, describe the measures for a plausible path to commercialise the innovations.

⚠ If exploitation is expected primarily in non-associated third countries, justify by explaining how that exploitation is still in the Union's interest.

⚠ Describe possible feedback to policy measures generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.

Outline your strategy for the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.

⚠ If your project is selected, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project.

⚠ If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

Evaluation criteria (RIAs and IAs)



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- 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 due to the project.
- Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

Impact in Horizon Europe



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- The results of your project should make a contribution to the **expected outcomes** set out for the work programme topic over the **medium term**, and to the **wider expected impacts** set out in the ‘destination’ over the **longer term**.
- Show how your project could contribute to the outcomes and impacts described in the work programme, the likely scale and significance of this contribution, and the measures to maximise these impacts.



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Guidelines

Only information that applies to the proposal and its objectives

Strengthening the **competitiveness** and growth of companies by developing innovations meeting the needs of European and global markets

The **expected outcomes** set out in the work programme, under the relevant topic

Describe any **barriers/obstacles**, and any **framework conditions**

Describe how your project will contribute to:

Any other **environmental and socially important impacts**

Improving **innovation capacity** and the integration of new knowledge

State the target groups that would **benefit**. Be **specific** here, breaking target groups into

Use quantified indicators and targets.

Impact- Methodology



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Our approach to the impact is based upon:

- Creating a **coherent “red thread”** between the scientific and technical objectives (Excellence), the expected outcomes (Impact) and work program tasks and WPs (Implementation).
- Having worked examples, tables with data and KPIs that are **clear, specific, measurable and verifiable**
- Developing **initial individual and joint exploitation plans** coupled to exploitation channels and levers to multiply impact
- Generating **strong communication and dissemination plans** that leverage consortium, EU and external resources



Impact - Intro - Example



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti



Impact - Expected Outcomes



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The outcomes and impacts of your project may:

- **Scientific**, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
- **Economic/technological**, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
- **Societal** , e.g. decreasing CO2 emissions, decreasing avoidable mortality, improving policies and decision making, raising consumer awareness.

Key strategies for making your impact competitive



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- **Ensure the project will meet each of the “expected outcomes”** outlined in the call text (how to do this is explained in the next section)
- **Identify further impacts not outlined within the call**, which complement or extend the expected impacts and can easily be achieved within budget (e.g. that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, or address environmental or social issues linked to your research).
- **Make sure your proposal is challenge-led and links to the expected outcomes for your call throughout the proposal**, not just in the sections dedicated to impact. Make sure that each of the impacts is linked to research in your work programme
- **Make your impact goals specific and measurable by identifying indicators** that will demonstrate progress towards and/or achievement of each impact goal.

Impact - Expected Outcomes



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- Only include such outcomes and impacts where your project would make a **significant and direct contribution**
- **Avoid describing very tenuous links** to wider impacts
- Include any **potential negative environmental outcome**. explain how the potential **harm can be managed**

SUMMARY OF CALL EXPECTED OUTCOMES AND RELATED PROJECT ACTIONS

| Call expected outcomes | How the proposal addresses the impact | Corresponding deliverable and Work Package | STAKEHOLDERS that will benefit | Concrete ways in which the benefit will materialise |
|--|---------------------------------------|--|--------------------------------|---|
| The supported projects are expected to reduce costs and improve performance of renewable fuels for aviation and shipping regarding the efficiency, the environment and society | | | | |
| The proposed solution is expected to contribute to achieving European leadership in this area. | | | | |

Impact - Expected Outcome



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| IMPACT | CONTRIBUTION BY REACT | TARGETS |
|---|--|---|
| Developing RES-based systems (including heating and cooling and storage) that are cheaper than diesel generation; | <p>In order to increase the penetration of RES into the energy systems of geographical islands, REACT will develop dedicated hybrid RES/storage based systems targeted to satisfy different types of energy demand (including heating, cooling and electricity load) and deployed at the community level. To maximize the exploitation of deployed RES based systems, REACT will integrate with underlying energy infrastructure through the holistic strategy for optimal control of RES generation/storage units supported by both automated and manual community DR programs. By ensuring the optimal control strategy, REACT will be cost effective and cheaper on the mid- and long-term against the conventional diesel generation systems, and delivered with the clear business model for both grid operators and end consumers. At the same time, the optimal planning and sizing of the RES hybrid system and the easy integration with the existing energy infrastructure and systems, will drastically reduce the initial investments required for the solution.</p> | <ul style="list-style-type: none">● Energy cost savings of at least 60% based on optimal control and DR incentives● Validated at 3 demo islands under relevant operation scenarios |

Long term Outcomes Aligned to the destination impacts



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Main **QUANTIFIABLE** proposal impacts, highly related to the KPI defined in the dedicated task

KEY EXPECTED IMPACT 1

Description, references to proposal STOs and Tasks, graphs

KEY EXPECTED IMPACT 2

Description, references to proposal STOs and Tasks, graphs

KEY EXPECTED IMPACT 3

Description, references to proposal STOs and Tasks, graphs

- ✓ Improving innovation capacity and the integration of new knowledge
- ✓ Strengthening the competitiveness and growth of companies

Key Performance Indicators of Impact progress



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| DRIVE specific objectives | Performance Indicator |
|---|---|
| Unlocked flexibility in residential and tertiary building | Amount of power (kW) available to participate in DR programs |
| Building energy bill saving (up to 30%) | Building energy bill savings (€) before and after the implementation of DRIVE |
| Reduced DSOs CAPEX & OPEX | Cost saving (€) of avoided maintenance interventions and switch off time |
| Higher penetration of distributed renewable energy (up to 25%) | Evaluation of power quality (continuity of service, variations in voltage magnitude) before and after DRIVE deployment for different shares of renewables. Power quality will be assessed thanks to simulations/emulation and physical tests. |
| Revenues generated from district flexibility to increase by 15 to 20%. | Evaluation of revenues generated (€) by flexibility trading based on the assumptions from the Blaenau Gwent smart district project use case. |
| Increase load and generation forecasting accuracy | Forecasted error (%) before and after the implementation of DRIVE forecasting algorithms |
| Support 90% of the current protocols and standards of building's assets and DR response schemes | Number of communication and control protocols of building's devices and DR protocols successfully supported and tested through real deployment and simulations. |

Impact - Barriers to achieve outcomes and impacts



→ Indicate if these factors might evolve over time.

→ Describe any mitigating measures you propose, within or beyond your project, that could be needed if:

- ◆ Should your assumptions prove to be wrong
- ◆ To address identified barriers.

→ *Note that this does not include the critical risks inherent to the management of the project itself ,which should be described below under 'Implementation*

Impact - Scale and Significance



Give an indication of the scale and significance of the project's contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.

- **'Scale'** refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the **size of the target group**, or the proportion of that group, that should benefit over time;
- **'Significance'** refers to the importance, or value, of those benefits. For example, number of additional healthy life years; **efficiency savings in energy supply**.
- **Explain your baselines**, benchmarks and assumptions used for those estimates. Wherever possible, **quantify your estimation** of the effects that you expect from your project. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use only one methodology for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).
- Your estimate must relate to this project only - the **effect of other initiatives should not be taken into account**

Impact - Measures to Maximise Impact



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Stakeholder Analysis



Table 6. Identified stakeholder and dissemination tools to reach them.

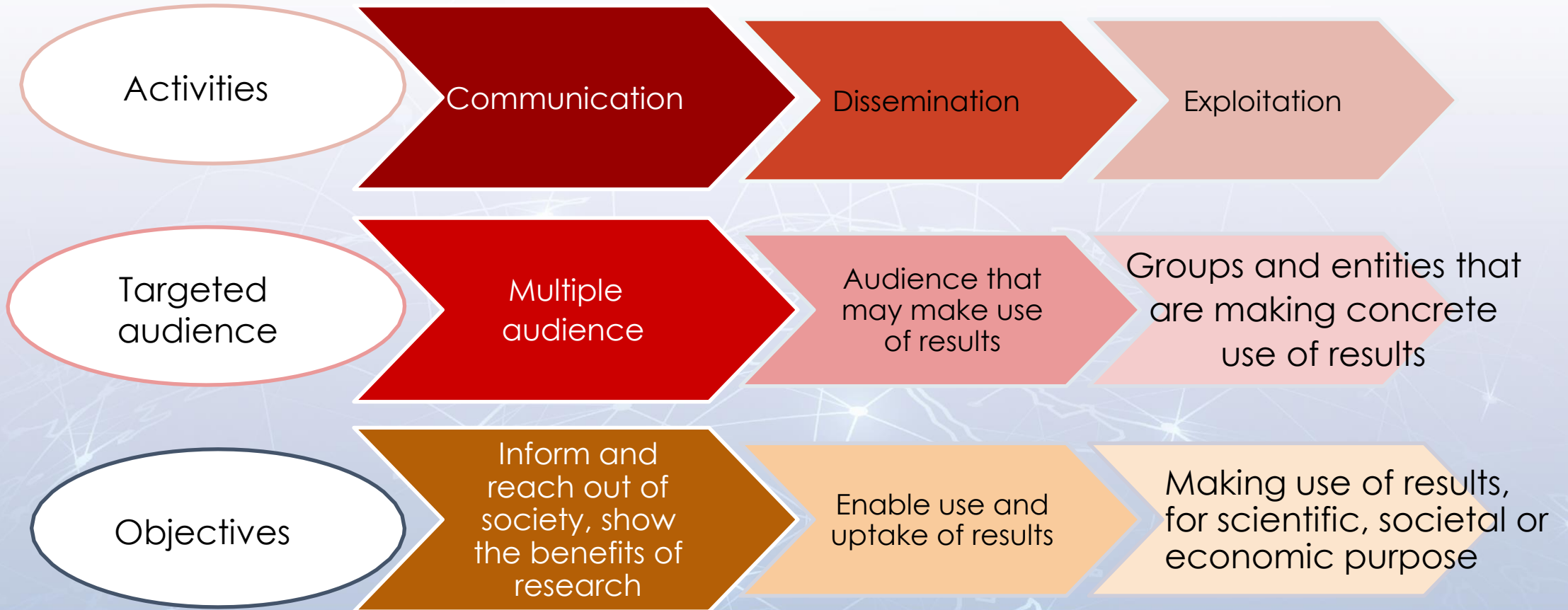
| Stakeholder groups | Strategic objective / expectations | Dissemination tool |
|---|--|---|
| Professionals (designers, ICT installers, energy advisors) | Knowledge about how their businesses can incorporate GSHP technology and/or innovative H/C solution in retrofitting projects (i) expand its services offer to customers; (ii) improve efficiencies and reduce costs, (iii) ensure customer satisfaction via innovative programs and tools; (iv) improve customer retention and revenue streams | <u>Demonstration cases</u> : demo visits, training, conferences, demo of specific technology; <u>Networking activities</u> : Workshops /Events in general; <u>Web Platform</u> : project website including tools, assessments and guidelines. E-learning lecture: An open access e-learning lecture for installers and planners will be provided over the AIT E-learning platform. |
| Construction and engineering companies | Increase knowledge of innovative hybrid ground-source heating and cooling technologies and possible applications; awareness of different H/C technologies; increased offering for retrofitting; new business models for nZEB retrofitting selling flexibility services | Demonstration cases, Web Platform, Dissemination network <u>Events</u> : presentation of GEOFIT results, fairs. |

Impact - Measures to Maximise Impact

Communication and Dissemination Planning



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Impact - Measures to Maximise Impact



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Description of the preliminary exploitation vision of each partner

Exploitable Result

ER Manager

Why is it innovative?

Exploitation vision

UNIVERSITIES

(knowledge, education, training and academic dissemination)

RESEARCH TECHNICAL ORGANISATIONS

(close to market solutions development, technology transfer and consulting support focus)

TECHNOLOGY PROVIDERS

(ICT, smart devices, blockchain, app developers)

END USERS

(ESCOs, Engineering Companies, etc.)

Project Level & Joint Exploitation Planning



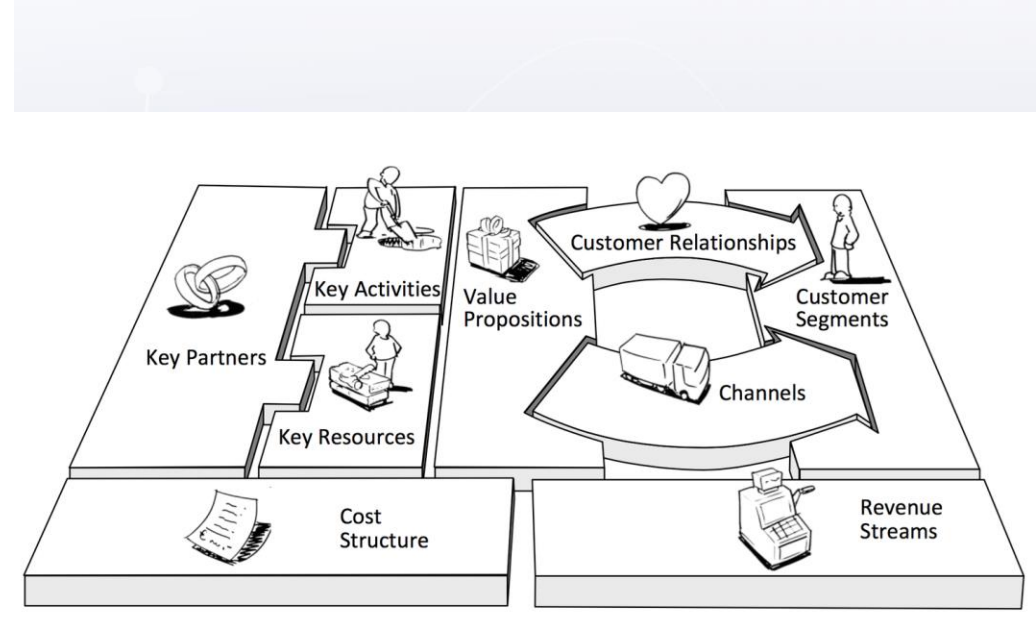
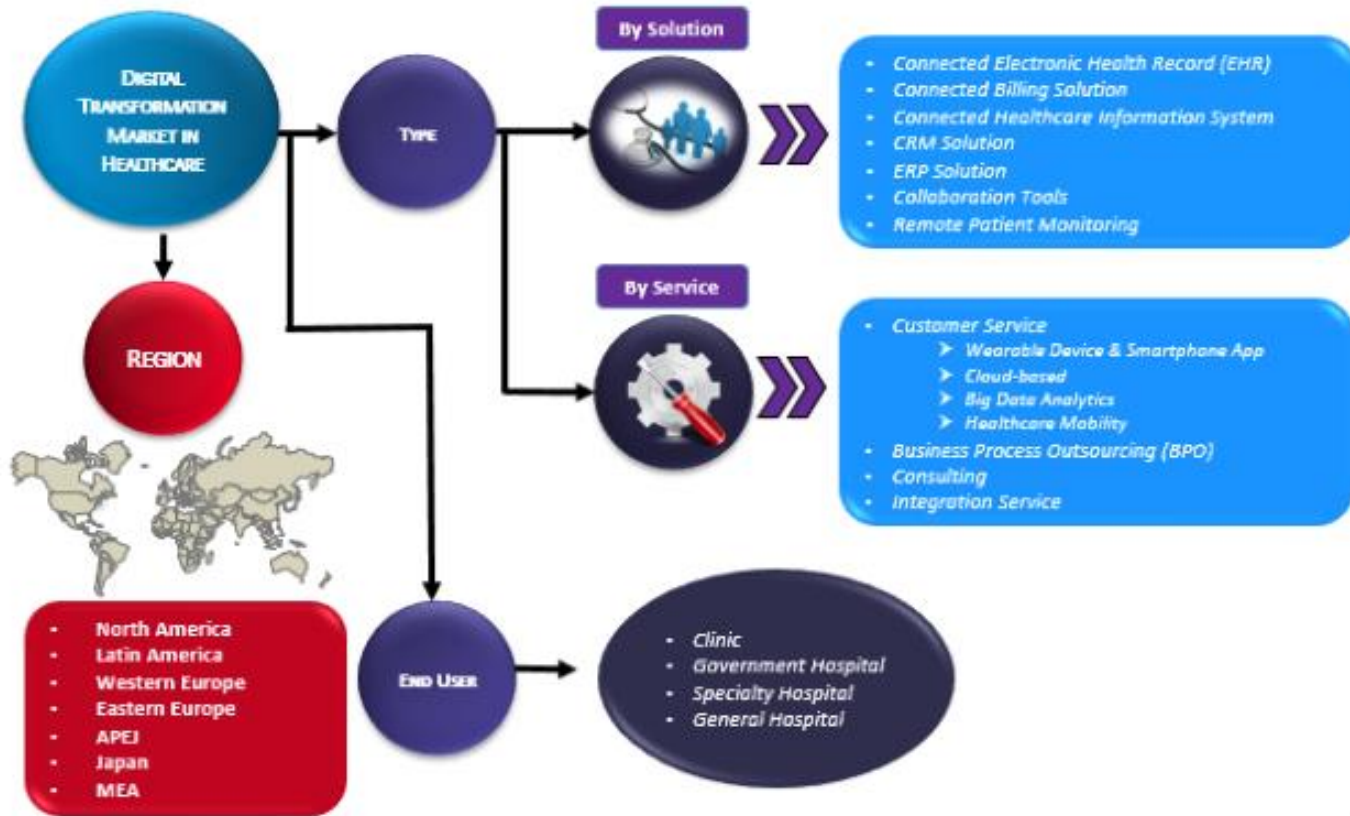
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| Identified result | Owners | Others Involved | Output | Application | IPR strategy | END USER |
|---|--------|-----------------|---------|---|---------------------------------|---|
| 8 Consultancy Services for the enablement DR services in residential and tertiary buildings | R2M | | Service | The consultancy targets Energy Service Companies (ESCOs), energy suppliers, public administration and emerging aggregators, for all of them could potentially use this business model. R2M is became an ESCO and will use this Exploitable Result internally to start offering energy management services to districts. | Consultancy service Training | DSOs, Utilities, aggregators, ESCOs Building managers |



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Market Analysis and Business Modelling





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Market Analysis and Business Modelling

TABEDE pre-market analysis

TABEDE solution market is known as the Building Automation and Control System (BACS) Market. According to the new market research report on BACS, **the building automation and control system global market is expected to reach EUR 100.60 billion by 2022, at a CAGR of 10.6% between 2016 and 2022⁶¹**. The ability of the building automation system to increase the energy efficiency and enhance the security and safety in buildings is one of the major driving factors for the market. Moreover, the advancements in the wireless communication technologies and convergence of IoT and building automation further drive the growth of the building automation system market. Within this market, Europe has the highest market share with 39% of the BACS product market, as shown in Figure 23 .

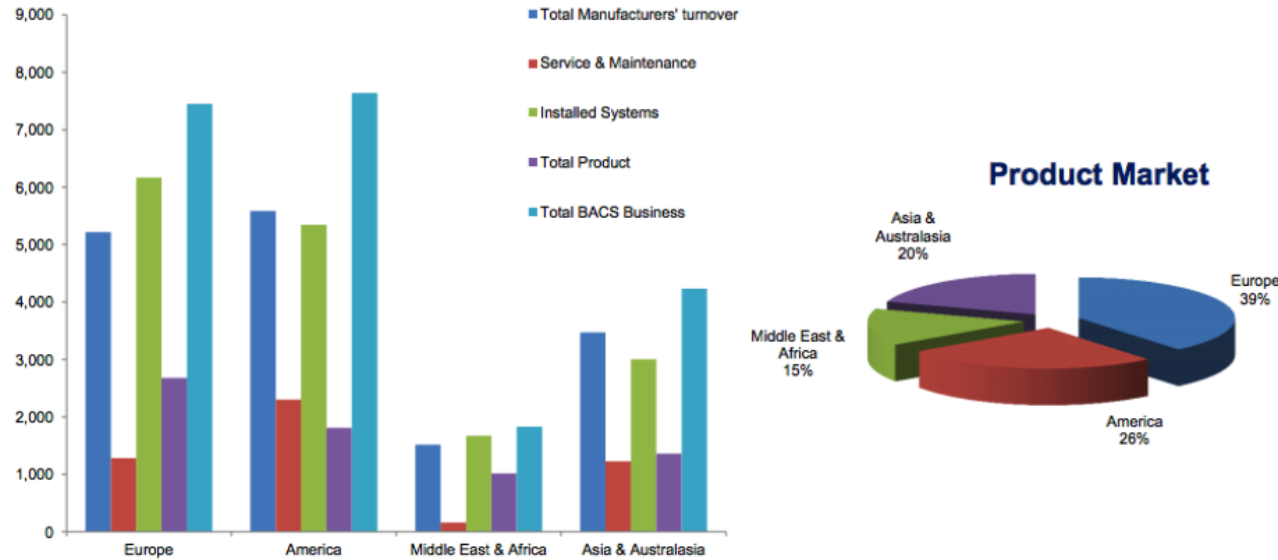


Figure 23 BACS global market share [62]



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Market Analysis and Business Modelling

TABEDE Cost Benefit Analysis

As it was mentioned before, TABEDE aims at introducing to the market a low-cost solution that will enable customers to reduce their energy bill among many other advantages. In order to address the needs and the potential investment from the residential and the tertiary building market, TABEDE price will vary with the size of the building. The following Cost-Benefit Analysis (CBA) is based on the industrial partners (SCHN, SEI) experience in the building control and automation market and its value chain costs. Table 20 presents the target of TABEDE production costs (assumption of 10.000 products per year). The highest expenditures are the hardware components (dependent on the building size) and production value chain structure (building, energy, manpower, etc.). Due to the difference in the complexity of the residential and tertiary buildings, a complexity cost must be considered related to extra hardware (processors, memory, etc.) and software (capabilities) that is needed.

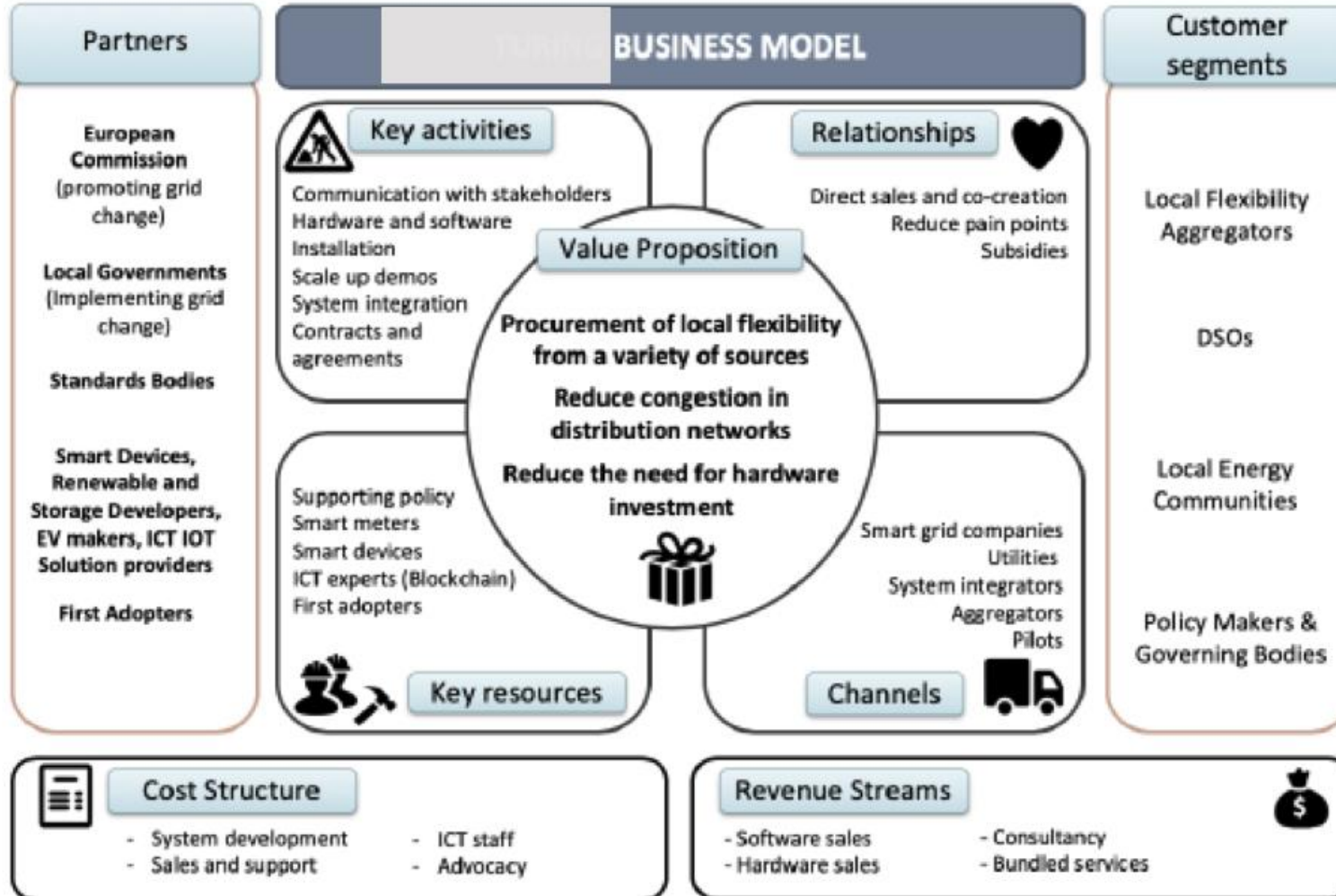
Table 20 Estimated costs of TABEDE solution based in a preliminary assessment

| Type of Cost | Estimated Costs (€/year) |
|--------------------------------------|---------------------------|
| Capital Costs: | 2.000.000 (1500 per unit) |
| <i>Hardware</i> | |
| <i>User interface</i> | |
| Running Cost: | 250.000 |
| <i>Facility</i> | |
| <i>Energy</i> | |
| Manpower | 350.000 |
| Distribution Costs | 100.000 |
| R&D Costs | 100.000 |
| Total per year | 5.800.000 |
| Production cost per unit | 580 |
| Added value due to complexity | 1 €/m ² |



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Market Analysis and Business Modelling



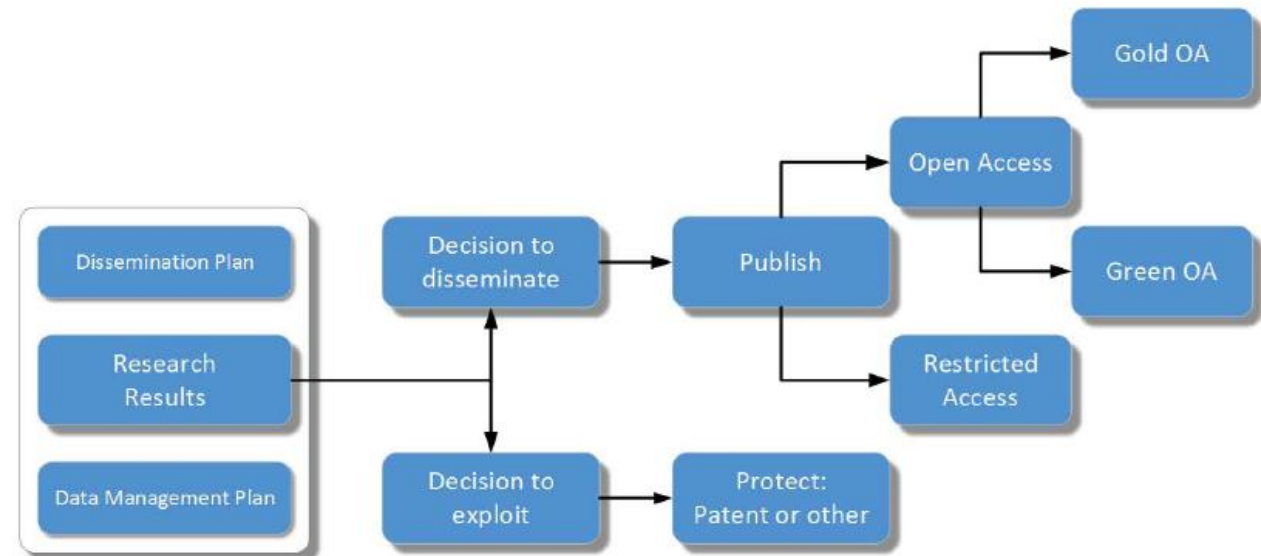
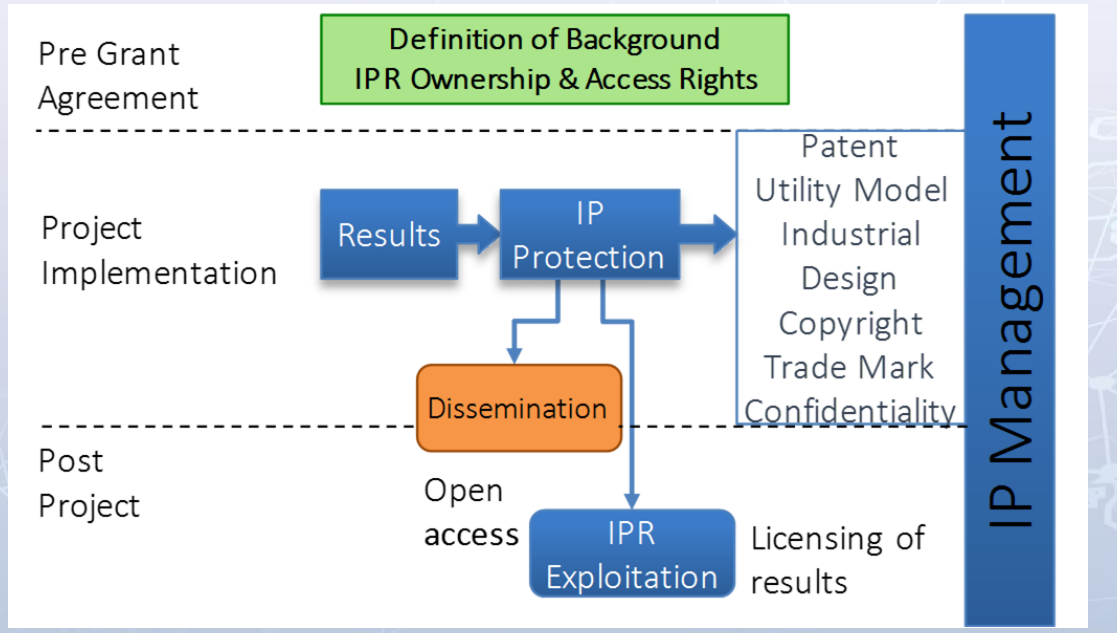


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IPR Management and Data Management



- Guidelines on Open Access to Scientific Publications and Research data in Horizon H2020
- Guidelines on IPR management



SECTION 2.3 SUMMARY



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Project's pathway towards impact

...by thinking about the **specific contribution** the project can make to the expected outcomes and impacts set out in the Work Programme.

SPECIFIC NEEDS

What are the specific needs that triggered this project?

→ Example 1

Most distribution networks are strongly oversized as there are not widespread balancing services at DSO level available. Therefore Ancillary Services from Distribution as well as distributed flexibility resources are needed to efficiently manage the increased penetration of RES.

EXPECTED RESULTS

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

→ Example 1

Successful real life benchmarking pilots: Trial with 2 DSOs in the Netherlands and Italy.
Multi agent platform for aggregators: Novel MAS platform for unlocking and managing flexibility at the distribution Level.

D & E & C MEASURES

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

→ Example 1

Exploitation: Licensing of the platform to big BACS and Energy manufacturers.

Dissemination towards the scientific community and Energy stakeholders: Scientific publication with the results of the pilots.

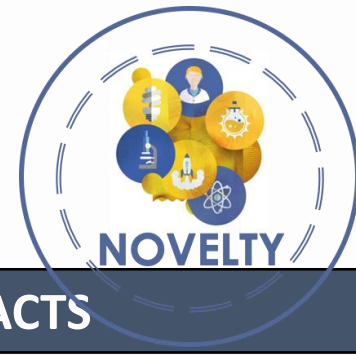
Communication towards citizens: An event to show how the outcomes of the action will improve environmental conditions while reducing energy bill .



IMPACT SUMMARY: KEY ELEMENT OF THE IMPACT SECTION



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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

1 DSO x 15 countries:

Iberdrola, e-distribuzione, Enedis, etc.

DSO Associations: E.DSO, Eurelectric

Aggregators: Kiwi energy, Energypool, etc

OUTCOMES

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

→ Example 1

Uptake by DSOs: 5 European DSOs piloting flexibility markets in their networks

Adoption by Aggregators: 3 aggregators implementing MAS platform to unlock and aggregate flexibility and participate in balancing markets

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: Innovative platform to unlock flexibility at DSO level

Economic: Reduce energy bill by 10%, reduce/defer DSO grid reinforcement investments

Societal: Lower climate impact of energy use



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How to write part per part the IMPLEMENTATION section in Horizon Europe

Proposal template - Part B

Implementation - old



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3. Implementation

1. Work plan — Work packages, deliverables

Please provide the following:

- brief presentation of the overall structure of the work plan;
- timing of the different work packages and their components (Gantt chart or similar);
- detailed work description, i.e.:
 - a list of work packages (table 3.1a);
 - a description of each work package (table 3.1b);

- a list of major deliverables (table 3.1c);

- graphical presentation of the components showing how they inter-relate (Pert chart or similar).

⚠ Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. The number of work packages should be proportionate to the scale and complexity of the project.

⚠ You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the Commission

⚠ Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'management' (see section 3.2) and to give due visibility in the work plan to 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.

⚠ You will be required to include an updated (or confirmed) 'plan for the dissemination and exploitation of results' in both the periodic and final reports. (This does not apply to topics where a draft plan was not required.) This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned. A report of completed and planned communication activities will also be required.

⚠ If your project is taking part in the Pilot on Open Research Data, you must include a 'data management plan' as a distinct deliverable within the first 6 months of the project. A template for such a plan is given in the guidelines on data management in the [H2020 Online Manual](#). This deliverable will evolve during the lifetime of the project in order to present the status of the project's reflections on data management.

Definitions:

'Work package' means a major sub-division of the proposed project.

'Deliverable' means a distinct output of the project, meaningful in terms of the project's overall objectives and constituted by a report, a document, a technical diagram, a software etc.

Management structure, milestones and procedures

- Describe the organisational structure and the decision-making (including a list of milestones (table 3.2a))
- Explain why the organisational structure and decision-making mechanisms are appropriate to the complexity and scale of the project.
- Describe, where relevant, how effective innovation management will be addressed in the management structure and work plan.

⚠ Innovation management is a process which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. A new or improved product, service or process is its typical output. It also allows a consortium to respond to an external or internal opportunity.

- Describe any critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. Please provide a table with critical risks identified and mitigating actions (table 3.2b)

Definition:

'Milestones' means control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development.

Consortium as a whole

⚠ The individual members of the consortium are described in a separate section 4. There is no need to repeat that information here.

- Describe the consortium. How will it match the project's objectives, and bring together the necessary expertise? How do the members complement one another (and cover the value chain, where appropriate),?
- In what way does each of them contribute to the project? Show that each has a valid role, and adequate resources in the project to fulfil that role.
- If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).
- **Other countries and international organisations:** If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in [General Annex A of the work programme](#) are automatically eligible for EU funding), explain why the participation of the entity in question is essential to carrying out the project

Resources to be committed

⚠ Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the administrative proposal forms, and the number of person months, shown in the detailed work package descriptions.

Please provide the following:

- a table showing number of person months required (table 3.4a)
- a table showing 'other direct costs' (table 3.4b) for participants where those costs exceed 15% of the personnel costs (according to the budget table in section 3 of the administrative proposal forms)

Proposal template - Part B Implementation - new



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3. Quality and efficiency of the implementation

Award criteria – aspects to be taken into account

- 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 extent to which the consortium as a whole brings together the necessary expertise.

3.1 Work plan and resources [e.g. 14 pages – including tables]

Please provide the following:

- brief presentation of the overall structure of the work plan;
 - timing of the different work packages and their components (Gantt chart or similar);
 - graphical presentation of the components showing how they inter-relate (PERT chart or similar).
 - detailed work description, i.e.:
 - a list of work packages (table 3.1a);
 - a description of each work package (table 3.1b);
 - a list of deliverables (table 3.1c);
- ⚠ Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. The number of work packages should be proportionate to the scale and complexity of the project.
- ⚠ You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the Commission
- ⚠ Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'project management', and to give due visibility in the work plan to 'data management' 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.
- ⚠ You will be required to update the 'plan for the dissemination and exploitation of results including communication activities', and a 'data management plan', (this does not apply to topics where a plan was not required.) This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned.
- ⚠ Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the application forms, and the number of person months, shown in the detailed work package descriptions.

- a list of milestones (table 3.1d);



- a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1e);
- a table showing number of person months required (table 3.1f);
- a table showing description and justification of subcontracting costs for each participant (table 3.1g);
- a table showing justifications for 'purchase costs' (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A);
- if applicable, a table showing justifications for 'other costs categories' (table 3.1i).

3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]

⚠ The individual members of the consortium are described in a separate section under Part A. There is no need to repeat that information here.

- Describe the consortium. How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.
- Show how the partners will have access to critical infrastructure needed to carry out the project activities.
- Describe how the members complement one another (and cover the value chain, where appropriate)
- In what way does each of them contribute to the project? Show that each has a valid role, and adequate resources in the project to fulfil that role.
- If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).
- **Other countries and international organisations:** If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Work Programme General Annexes B are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.

Proposal template - Part B Implementation Tables - new



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Table 3.1a: List of work packages

| Work package No | Work Package Title | Lead Participant No | Lead Participant Short Name | Person-Months | Start Month | End month |
|-----------------|--------------------|---------------------|-----------------------------|---------------------|-------------|-----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | Total person-months | | |

Table 3.1b: Work package description

For each work package:

| Work package number | Lead beneficiary | | | | | |
|--------------------------------|------------------|--|--|--|-----------|--|
| Work package title | | | | | | |
| Participant number | | | | | | |
| Short name of participant | | | | | | |
| Person months per participant: | | | | | | |
| Start month | | | | | End month | |

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants

Deliverables (brief description and month of delivery)

Table 3.1c: List of Deliverables⁶

Only include deliverables that you consider essential for effective project monitoring.

| Deliverable (number) | Deliverable name | Work package number | Short name of lead participant | Type | Dissemination level | Delivery date (in months) |
|----------------------|------------------|---------------------|--------------------------------|------|---------------------|---------------------------|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>. For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

- R: Document, report (excluding the periodic and final reports)
- DEM: Demonstrator, pilot, prototype, plan designs
- DEC: Websites, patents filing, press & media actions, videos, etc.
- DATA: Data sets, microdata, etc.
- DMP: Data management plan
- ETHICS: Deliverables related to ethics issues.
- SECURITY: Deliverables related to security issues
- OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level:

Use one of the following codes:

- PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)
- SEN – Sensitive, limited under the conditions of the Grant Agreement
- Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444
- Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444
- Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

Delivery date

Measured in months from the project start date (month 1)

Proposal template - Part B Implementation Tables - new



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Table 3.1d: List of milestones

| Milestone number | Milestone name | Related work package(s) | Due date (in month) | Means of verification |
|------------------|----------------|-------------------------|---------------------|-----------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

KEY

Due date
Measured in months from the project start date (month 1)

Means of verification
Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated.

Table 3.1e: Critical risks for implementation

| Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High) | Work package(s) involved | Proposed risk-mitigation measures |
|--|--------------------------|-----------------------------------|
| | | |
| | | |
| | | |
| | | |

Definition critical risk:
A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

Level of likelihood to occur: Low/medium/high
The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.

Level of severity: Low/medium/high
The relative seriousness of the risk and the significance of its effect.

Table 3.1f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

| | WPn | WPn+1 | WPn+2 | Total Person-Months per Participant |
|-------------------------------|-----|-------|-------|-------------------------------------|
| Participant Number/Short Name | | | | |
| Participant Number/Short Name | | | | |
| Participant Number/Short Name | | | | |
| Total Person Months | | | | |

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

| Participant Number/Short Name | Cost (€) | Description of tasks and justification |
|-------------------------------|----------|--|
| Subcontracting | | |

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services') exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining, costs are below 15% of personnel costs.

| Participant Number/Short Name | Cost (€) | Justification |
|--|----------|---------------|
| Travel and subsistence | | |
| Equipment | | |
| Other goods, works and services | | |
| Remaining purchase costs (<15% of pers. Costs) | | |
| Total | | |

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Please complete the table below for each participants that would like to declare costs under other costs categories (e.g. internally invoiced goods and services), irrespective of the percentage of personnel costs.

| Participant Number/Short Name |
|-------------------------------|
| |



Implementation evaluation criteria (RIAs / IAs)



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QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

- 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 extent to which the **consortium** as a whole brings together the necessary expertise.

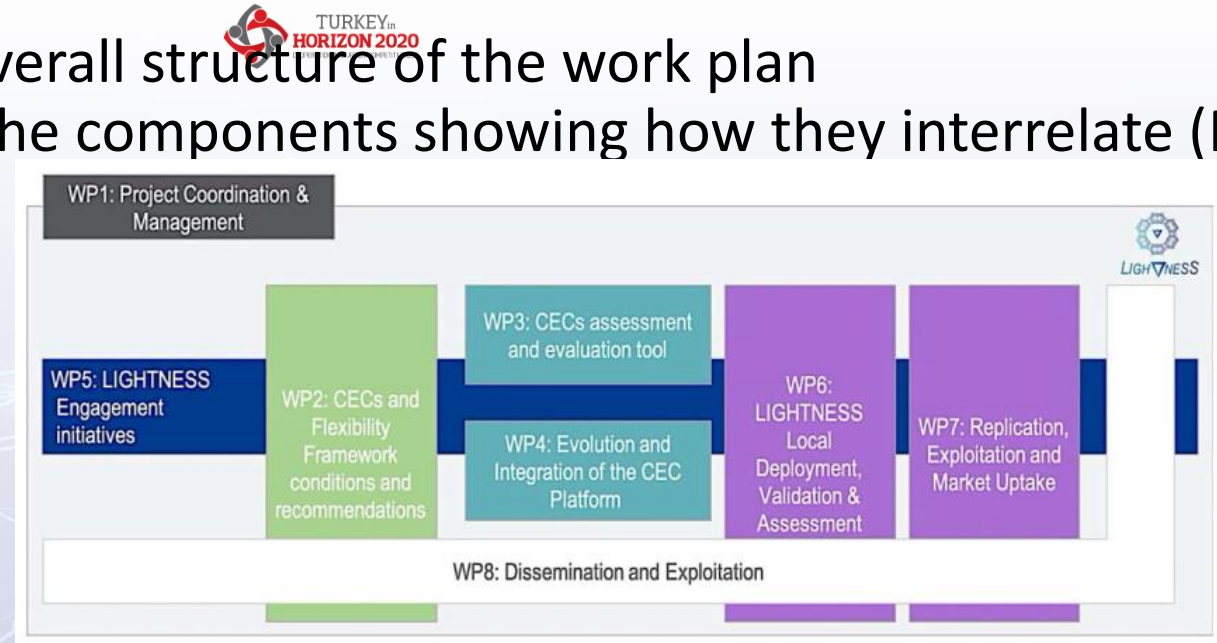
Work packages, deliverables, milestones



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Expectations of the EC

- Brief presentation of the overall structure of the work plan
- Graphical presentation of the components showing how they interrelate (Pert Chart)

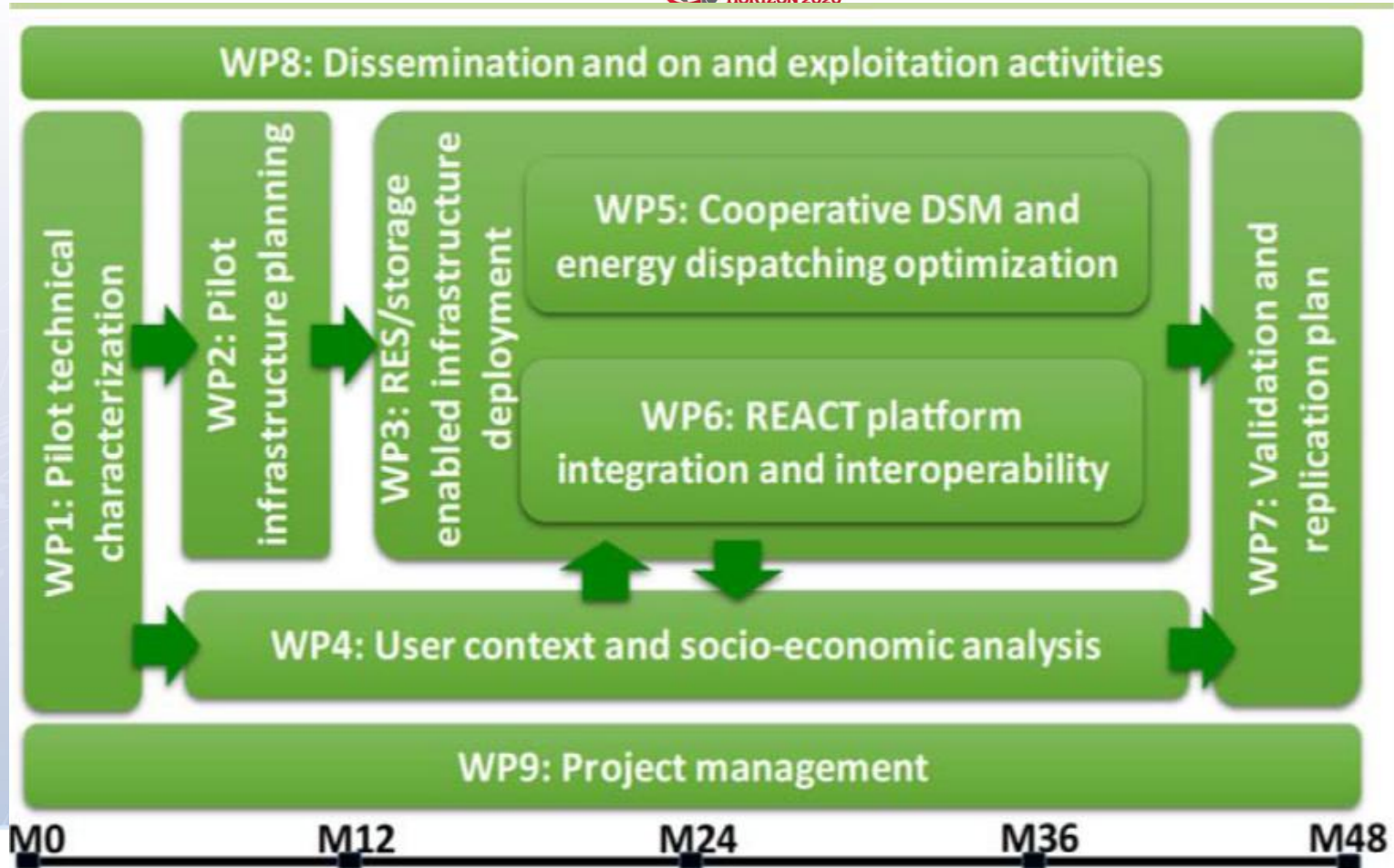


- Timing of the different WPs & their components (Gantt Chart)
- Detailed work description
 - A list of work packages (table 3.1a)
 - A description of each work package (table 3.1b)
 - A list of major deliverables (table 3.1c)

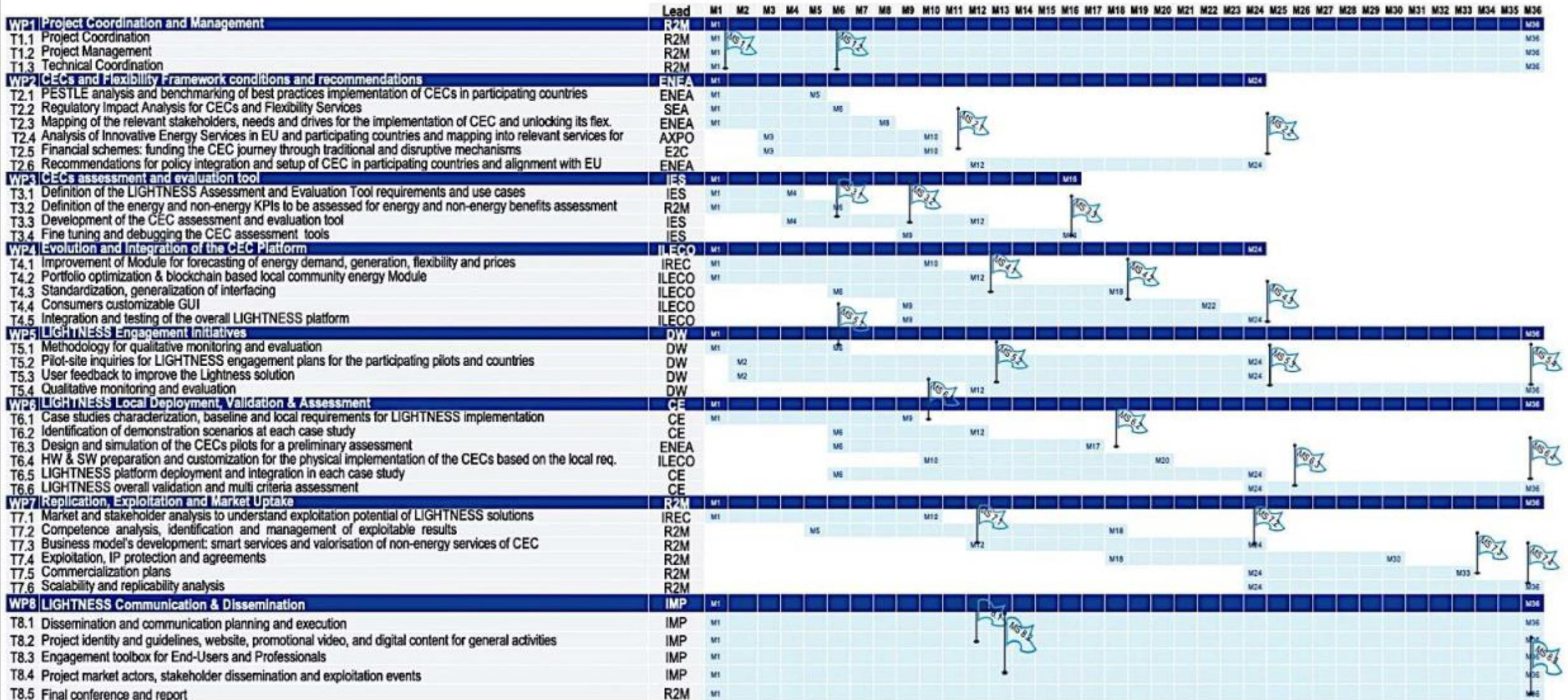
Implementation - PERT and GANTT Provide a PERT diagram



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Gantt Chart

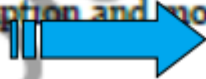
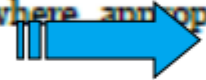




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Table 3.1a: Work package description (For each work package):

| Work package number | Start Date or Starting Event | | | | | |
|---|--|--|--|--|--|--|
| Work package title | | | | | | |
| Participant number | | | | | | |
| Short name of participant | | | | | | |
| Person/months per participant: | | | | | | |
| Objectives | Objectives <ul style="list-style-type: none">• clear and comprehensible• realistic and feasible (personnel, technical equipment, financially, in time) (SMART)• Sub-objectives of main objective (project) | | | | | |
| Description of work (where and by which participants) | Tasks <ul style="list-style-type: none">• Detailed description of what you want to do to achieve the projects objectives: Result: Deliverables | | | | | |
| Deliverables (brief description and numbering) | Deliverables <ul style="list-style-type: none">• Results of WP• Coherent labelling: e.g. D 4.2 | | | | | |





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Avoid

~~It is widely recognised that increasing flexibility is key for the reliable operation of future power systems with very high penetration levels of Variable Renewable Energy Sources (VRES). Flexibility is the ability of a power system to maintain continuous service in the face of rapid and large swings in supply or demand. This WP will develop activities in order to.....~~

WP4 focuses on the design and implementation of an ICT platform for demand response at district level. This general objective translates into the following sub-objectives:

- . To design the multi-agent district management platform for demand response, considering the outcomes of WP2
- . To implement implicit DR protocols for community energy management
- . To implement explicit DR protocols to provide different ancillary services (frequency, voltage, reactive power, energy balance) to the DSO



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WPs and Tasks:

- Break down project into smaller components
- Do not include concept items in tasks.
- Avoid lengthy tasks
- Include partners roles in the task (short sentence)

Deliverables:

- Consistent with the work performed
- Timely scheduled. Avoid high peaks of deliverables (e.g. all in M18)
- Provide short description

Work plan – Deliverables



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- Definition: A report sent to the EC providing information to ensure effective monitoring of the project. There are different types of deliverables
- Constituted by a report, prototype, technical diagram, software etc.
- Distinct output / concrete result of the project
- Necessary to complete a task / WP
- Every deliverable has to be delivered: €€ is linked to deliverables
- Meaningful in terms of the project's overall objectives

Work plan – Deliverables



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List of deliverables

| Deliverable Number ¹⁴ | Deliverable Title | Lead beneficiary | Type ¹⁵ | Dissemination level ¹⁶ | Due Date (in months) ¹⁷ |
|----------------------------------|-----------------------------|------------------|--------------------|--|------------------------------------|
| D8.1 | DRIVe Stakeholder Community | 8 - R2M | Report | Confidential, only for members of the consortium (including the Commission Services) | 10 |

Description of deliverables

D8.1 : DRIVe Stakeholder Community [10]

Database of project stakeholders to view, map and manage communication and exploitation channels in a strategic way. An update will be included within each periodic report. (T8.1)

Implementation - Milestones



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- Major control/decision points where go/no-go decisions are made.
 - May correspond to the achievement of a key result, allowing the next phase of the work to begin.
 - May be needed at intermediary points so that, if problems have arisen, corrective measures can be taken.
- Measurable and verifiable
- Adequate in number to the project. Never too many

| | | | | | |
|-----|--|-----|---------|----|--|
| MS4 | DRIVe stakeholder community reaches 100 relevant members across Europe | WP8 | 8 - R2M | 13 | List of DRIVe stakeholders made available to consortium (M12 GA) |
|-----|--|-----|---------|----|--|

Implementation – Critical Risks



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Critical risks

1. Plausible event that could have a high adverse impact on the ability of the project to achieve its objectives.
2. Include likelihood of occurring and severity of damage
3. Must include risk reduction and mitigation measures
4. Typical risks categories:
 - a. Management
 - b. Technical
 - c. Demonstration and validation
 - d. Business and exploitation
 - e. Communication/Dissemination

| Risk description | Prob. | Impact | Risk mitigation | Correction measures |
|--|--------|--------|---|--|
| Delay in achieving milestones / Need for assignment of unanticipated tasks. | Medium | Medium | Flexible planning of interim milestones and constant review of progress based on internal draft deliverables release. | Adaptation of schedule and assessment of the impact on the project when necessary, validated by the PSC meeting. |
| Communication problems among partners. Disagreement among consortium partners. | Medium | Medium | Reporting on communication healthiness as part of task/WP/Project monitoring. | Conflicts will be solved by the Coordinator and/or the Steering Committee. This risk is also mitigated by the history of collaboration between several project key partners. |
| Losing critical staff or partners at crucial point of the Project. | Medium | Medium | Consortium has been built in order to ensure some level of overlapping in competencies. Most critical skills (e.g. grid simulation) are available in at least two partners. | If the situation occurs, the impact will be assessed and adaptations will be made to the schedule. |
| WPs estimated resources not enough well balanced - potential over or underestimation of work load. | Medium | Low | Careful allocation of resources. Constant monitoring of progress at task and WP level to identify and correct deviations. | Flexible allocation of resources among WP with potential reassignment of budget / effort between tasks, after validation by the PSC and the EC. Formalization through an amendment of the DoW. |
| Diverging views on priorities for scientific and/or technical development. | Low | High | In structuring activities (Business and use cases), ensuring Project-wide awareness and validation on orientations taken. | The set of WP leaders and Project Coordinator will act as mediator between diverging lines (if any), taking decisions based on project status and progress. |
| Critical functionalities missed or insufficiently developed / validated | Medium | High | Rely on the feedback of AG / business workshops to sharpen and possibly adapt project orientations. | Adaptation of development orientations (validation by PSC and EC). |

Implementation - Cost Tables



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1. Demonstrate how the resources are used in terms of:
 - a. Effort
 - b. Money

Table 3.1f: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

| | WPn | WPn+1 | WPn+2 | Total Person-Months per Participant |
|-------------------------------|-----|-------|-------|-------------------------------------|
| Participant Number/Short Name | | | | |
| Participant Number/Short Name | | | | |
| Participant Number/Short Name | | | | |
| Total Person Months | | | | |

Table 3.1g: 'Subcontracting costs' items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

| Participant Number/Short Name | | |
|-------------------------------|----------|--|
| | Cost (€) | Description of tasks and justification |
| Subcontracting | | |

Implementation - Cost Tables



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- If any partner has 'Other Direct Costs' higher than 15% of the Personnel Costs, a table detailing these 'OTH' needs to be introduced

| 14/R2M | Cost (€) | Justification |
|--------------------------|----------|--|
| Travel | 9 100 | 8 consortium meeting travels (€700 per travel) + 3 workshop trips (€700 per trip) + 2 dissemination events |
| Equipment | | |
| Other goods and services | 8 000 | Dissemination material, consumables |
| Total | 17 100 | |

Implementation - Capacity of participants & consortium as a whole



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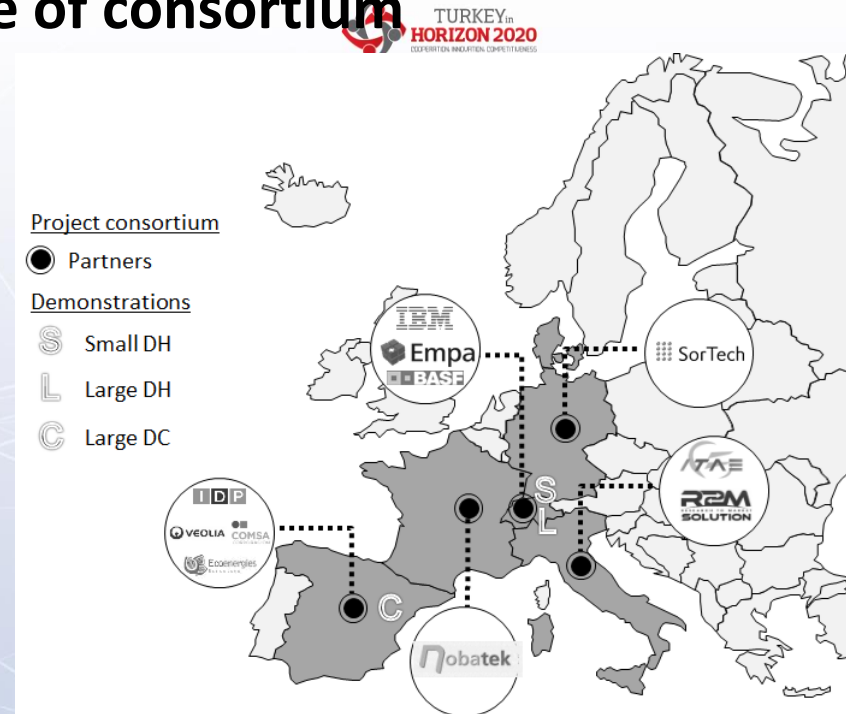


- Demonstrate all necessary skills are present, including social science, open science, gender aspects if appropriate
- Demonstrate all objectives and impacts can be reached given partners expertises
- Show how partners complement each other to cover the value chain
- Show what every single partner contributes to the project
- Demonstrate balance between RTOs, Academia, Industry, SMEs, and public organisation according to project goals and linked to exploitation



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- **Geographical coverage of consortium**



- **Other countries and international organisations:** explain why the participation of the entity in question is essential to successfully carry out the project



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Take home messages



- Remember to write the proposal for the reviewers - **convince them!**
- Take the reader by the hand and guide him / her
- Create a logical link between objectives, WPs and deliverables and results – **very important!**
- Do not work to fill the 30/45/70 pages! Work to get your ideas across!
- Use the Self-evaluation form for RIA / IA*

* https://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/ef/h2020-call-ef-ria-ia-csa_en.pdf



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How to start writing/thinking/creating a proposal: The experience with Turkish Coordinators

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You don't need to have all sorted out before deciding to apply a proposal in EU call!

Then...

1. Identify a call topic that alignes with your expertises, current or new developments in your organization roadmap, research interests, etc
2. Match your ideas to the call topic scope and/or expected outcomes (put them in paper!!)
3. Identify the gaps and the missing concepts and roles to be covered by other partners

How to start writing/thinking/creating a proposal: The experience with Turkish Coordinators



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4. Ask for Tubitak support, they are well experienced and have great networking and supporting programs
5. You can get proposal coordination support from consulting companies or experts with proven track records



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Teşekkr ederim!

Thank you!



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