ProMIS
PROGRAMMA MATTONE
INTERNAZIONALE SALUTE

Piano di Formazione Nazionale - PFN 2025

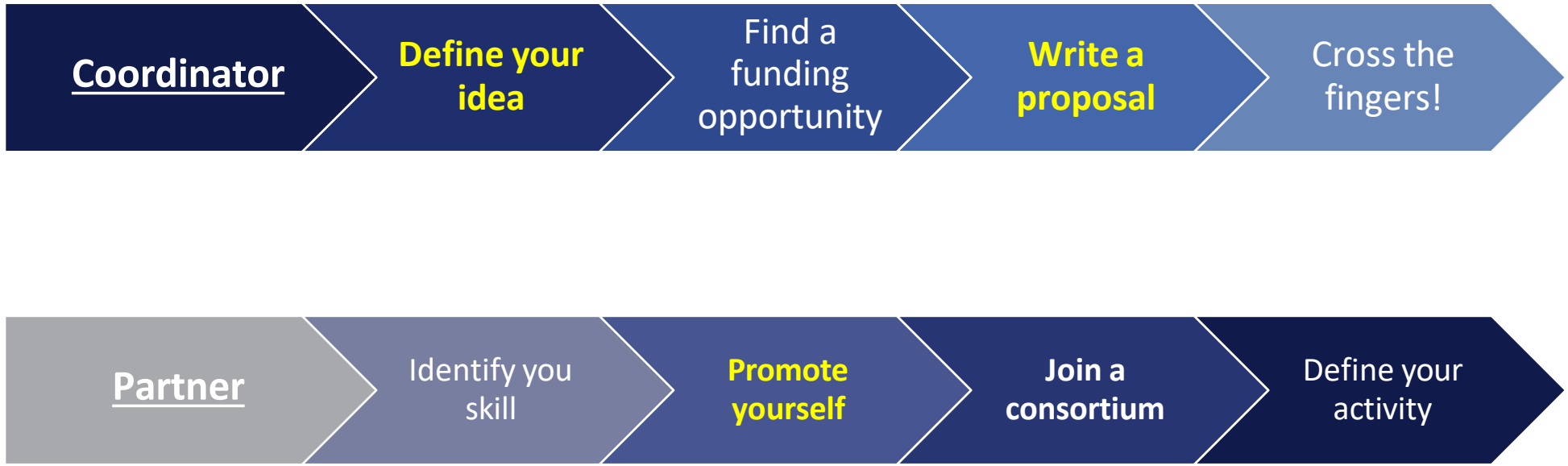
Modulo 4

“Formazione di base sulla progettazione europea”

SCRITTURA DI UN PROGETTO - TIPS

29-31 Ottobre
Padova

I want to be…


Coordinator
Define your idea
Find a funding opportunity
Write a proposal
Cross the fingers!
Partner
Identify you skill
Promote yourself
Join a consortium
Define your activity

THE COORDINATOR’S ROAD

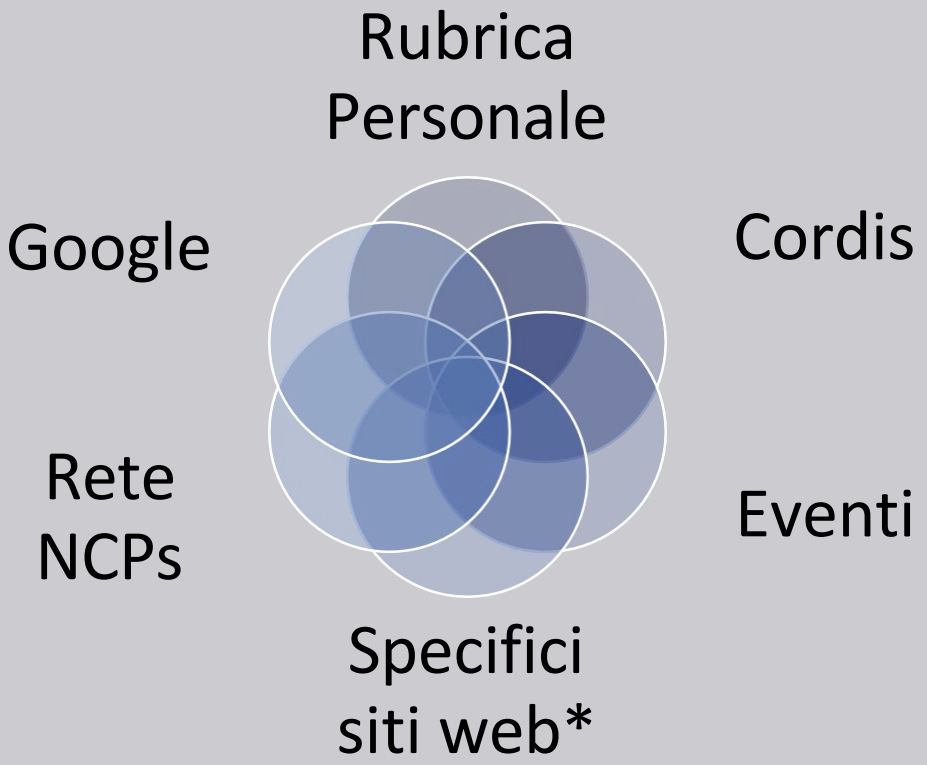
Suggestion: Is your idea innovative?

Consult:

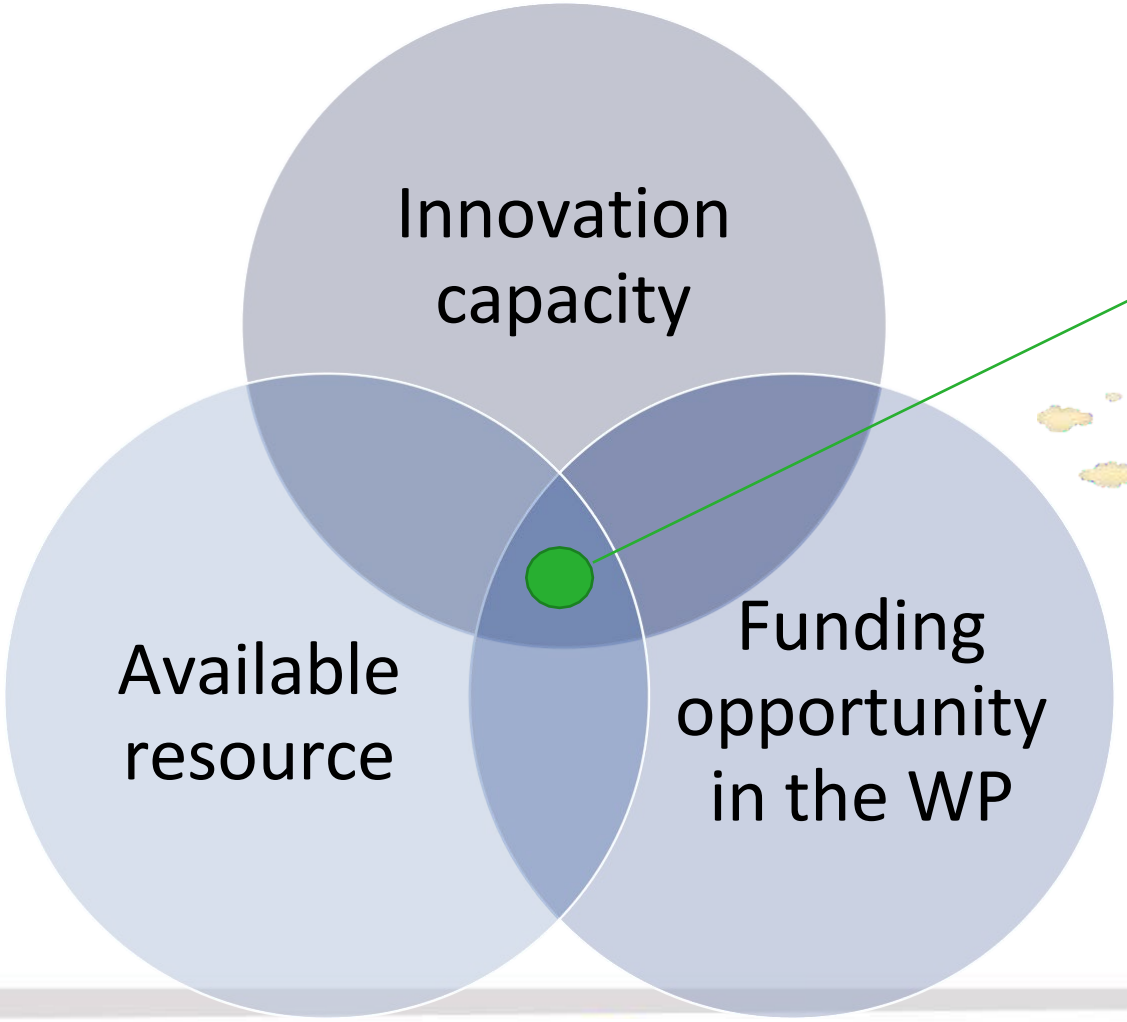
- Patent database
- IPR helpdesk
- Proviously FP’s and Horizon Europe funded project (e.g. CORDIS, etc)
- Bibliography
- Google

Suggestion: Tips and tricks

Partner Search:

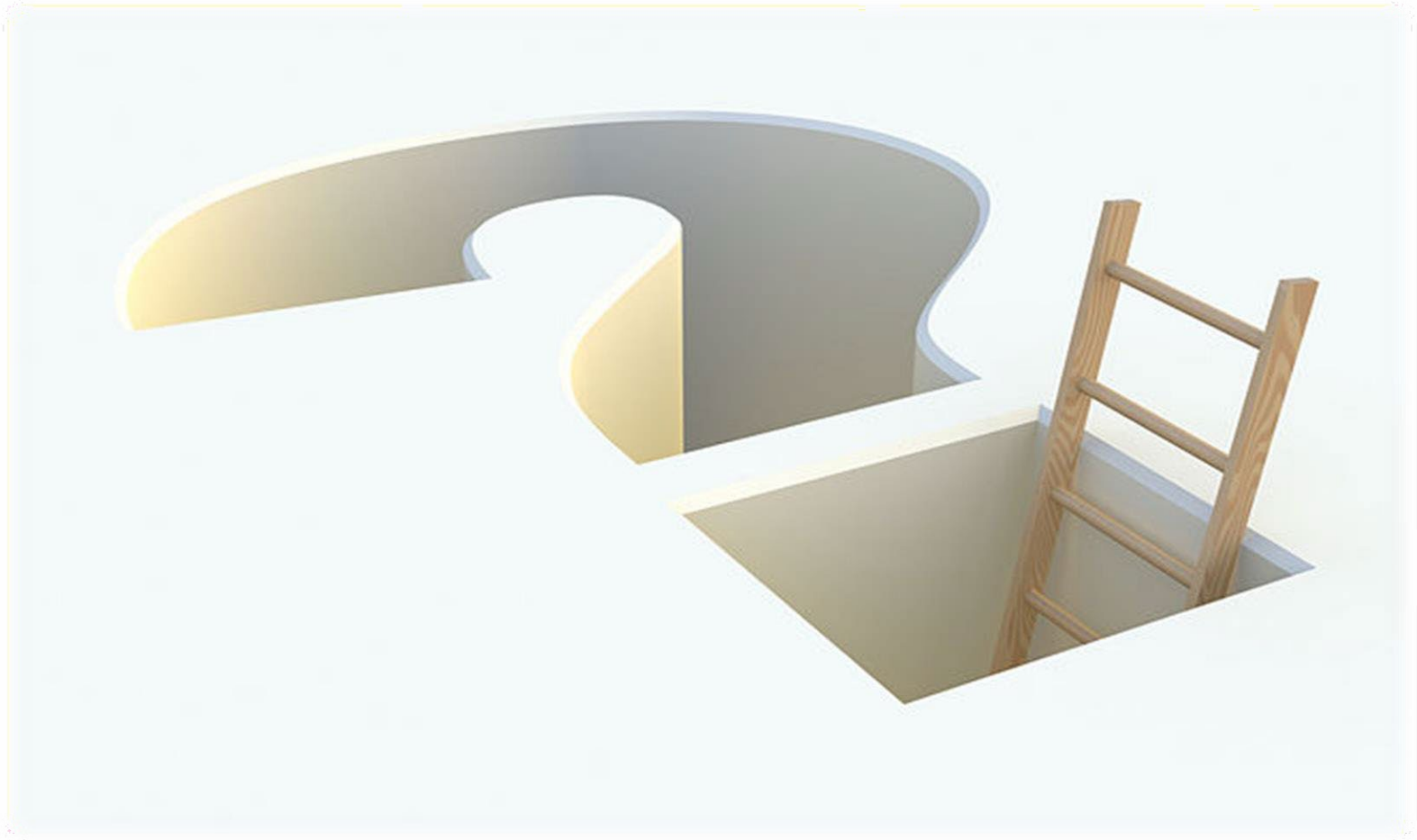


Identify the project idea



Your Idea

Define your idea



Define your idea: **ABSTRACT** one page proposal

Topic	
Title/ACRONYM	
Objective	The aim of the proposal is to… The key research question/challenge is to…
Background/short description	• Why bother? What problem are you trying to solve? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
Results/impact	• Expected results - what will come out of the project? Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? • What will be changed? Post project situation
Activities/phases (science part)	
Project consortium	
Duration/cost	

ORGANIZE YOUR TIME

FROM THE OPEN CALL TO THE DEADLINE

1st stage **Consortium meeting**	*Aim of the project, research question, distribution of work* (Science, Management and Editors!!)	**5-6 months before deadline**
2nd stage **Homework**	*Proposal writing* (inputs from partners – WP leaders and coordinator!)	**4-5 months before deadline**
3rd stage **Preparation of first draft of Proposal**	*First proposal draft* (summarized by lead scientist and support service: science, impact, implementation)	**3 months before deadline**
4th stage **Core group meeting**	*IN or OUT* *Final agreement* (aim and research question, WP, timeline, outputs/deliverables, budget, etc.)	**3 months before deadline**
5th stage **Full proposal completion**	*Proposal writing* (including editing, proof read and external review) (Lead scientist, Support service, External experts)	**Last two months**

Timeline

1. Average time spent by coordinator: 350-450 hours = 45-60 working days (full time)

2. Average time spent by Work package leader: 70-100 hours = 9-14 working days (full time)

3. Approx. 50% Emailing (!!!)

Timeline: From idea to project

Project idea

Proposal writing

3 to 6 months

Proposal submission

Timeline: From idea to project

Proposal Submission

5 months

First indication from EC

Timeline: From idea to project

First indication from EC

Grant Preparation

3 mesi

Grant Agreement

Timeline: From idea to project

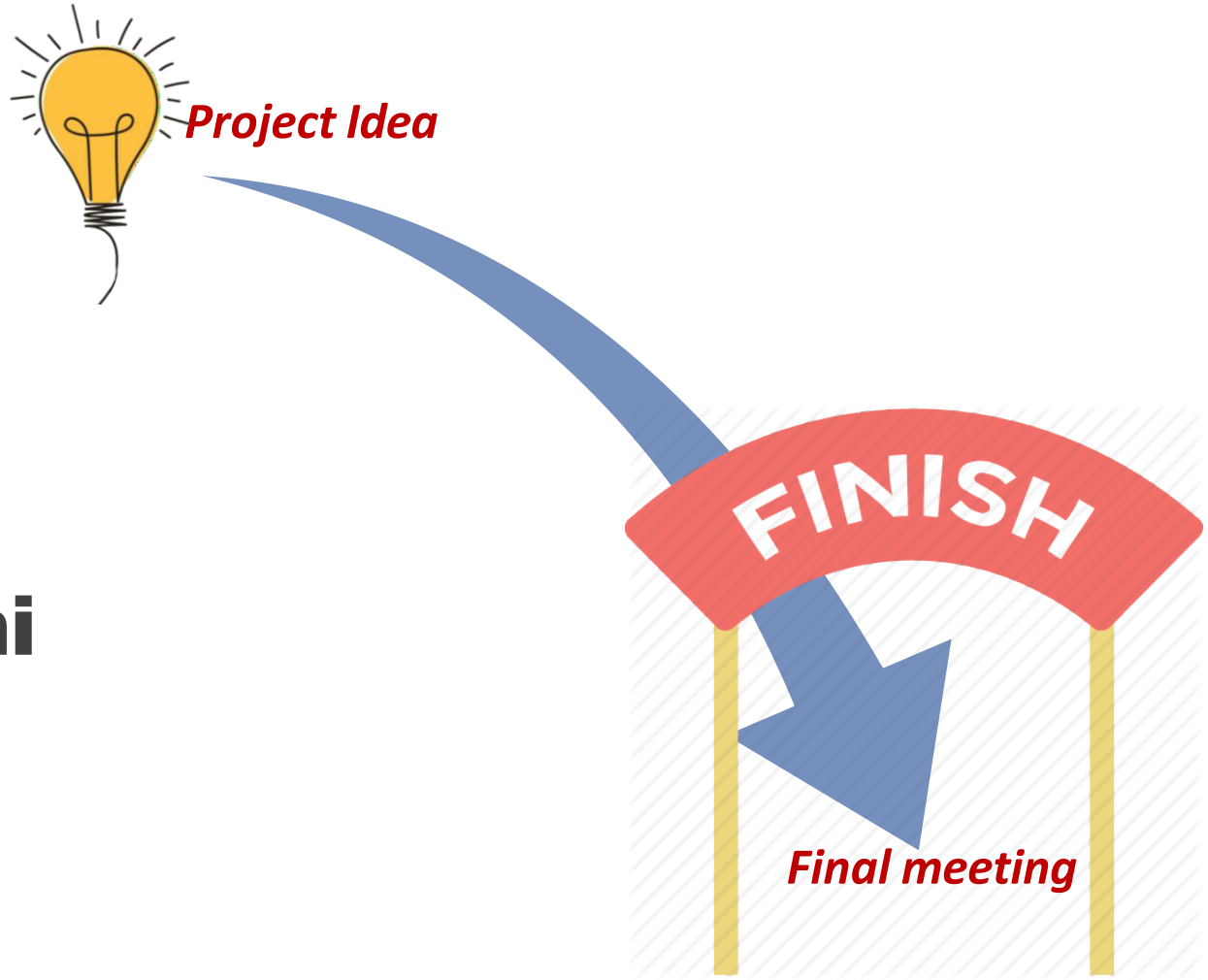
Kick-off Meeting

Period Reports

~ 3 to 5 years

Final Meeting

Timeline: From idea to project



~ 4 ai 6 anni

Application form (proposal template)

Same structure

The proposal contains two parts:

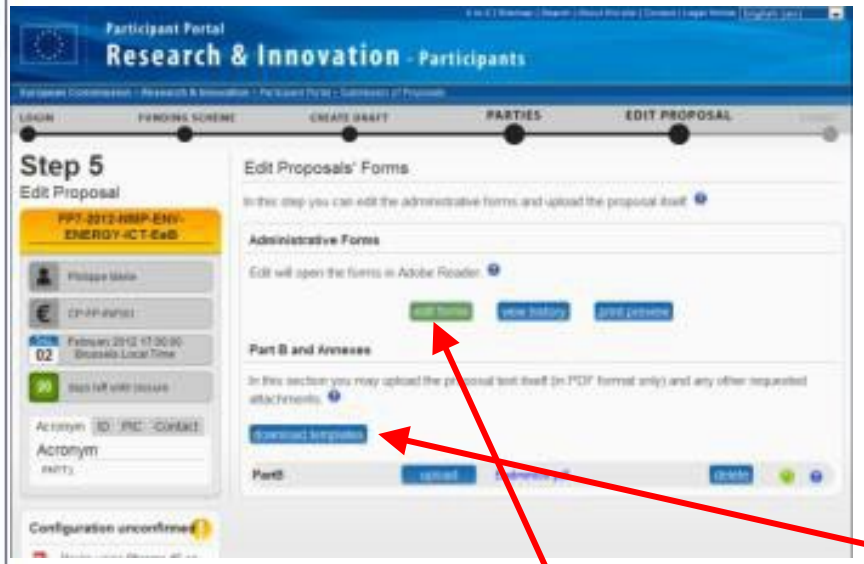
- **Part A** (web-based forms) is **generated by the IT system**. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.
- **Part B** is the narrative part that includes three sections that each correspond to an evaluation criterion.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

Proposal Template RIA/IA

The proposal contains two parts (SAME STRUCTURE):

- **Part A** of the proposal **is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.** The participants can update the information in the submission system at any time before final submission.
- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.
- Limit for a full application: **45 pages** (RIA-IA actions)

ONLINE SUBMISSION
FORMS



PROPOSAL

PART A
Administrative

PART B
Technical

Single stage (or 2nd stage)

PARTE A

1) General Information
2) Participants
3) Budget
4) Ethics and Security
5) Other questions

Template pdf online on the Participant Portal

PARTE B

1) Excellence

1) Objectives and ambition
2) Methodology
3) Concept and Approach

2) Impact

1) Project's pathways towards impact
2) Measures to maximise impact - Dissemination, exploitation and communication

2,3) Summary

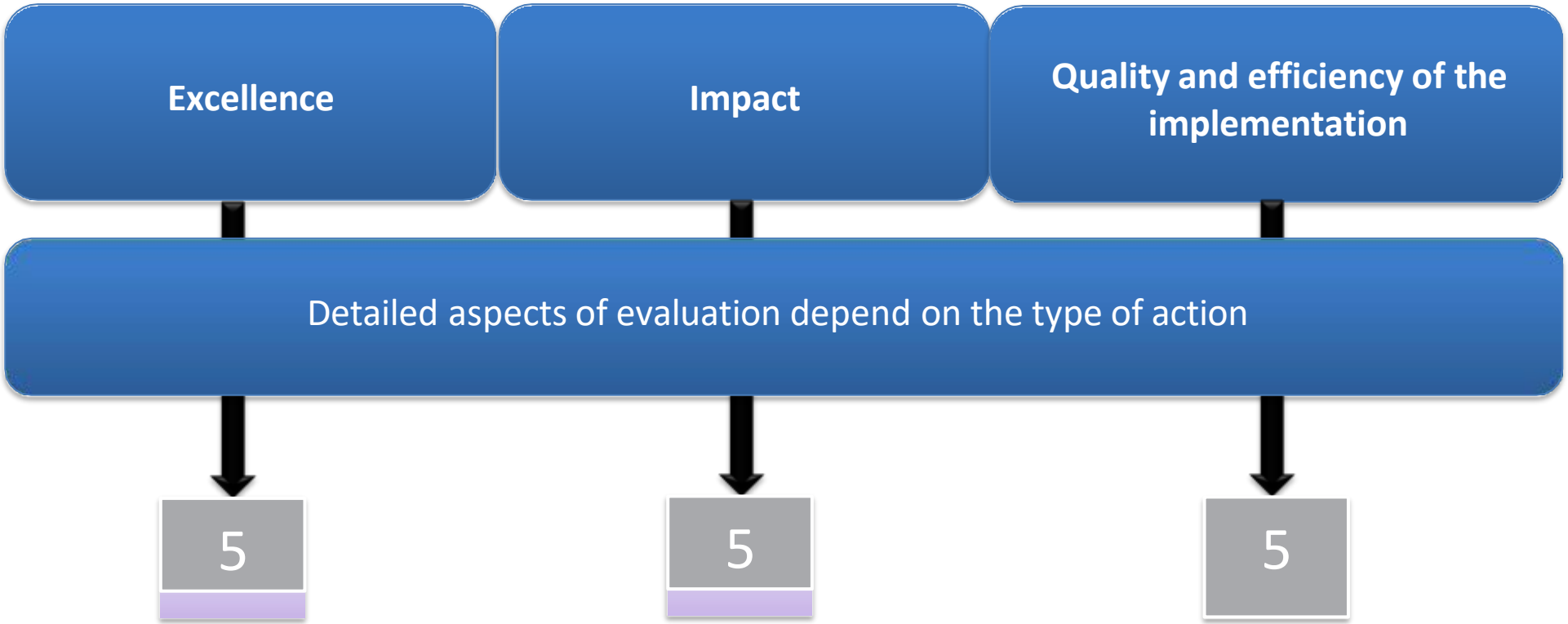
3) Implementation

1) Work plan and resources
2) Capacity of participants and consortium as a whole

Word Document downloadable from the Participant Portal

45 pages max.

Evaluation criteria



Parte A

1 – General information

Section 1 provides basic data on the proposal. It can be filled in by contacts of the coordinator. Other participants may view this section only. Read-only parts are marked in blue.

Topic	Type of action
Call	Type of Model Grant Agreement

Acronym	*Acronym is mandatory*
Proposal title	*Max 200 characters (with spaces). Must be understandable for non-specialists in your field.*
	Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &
Duration in months	*Estimated duration of the project in full months.*
Fixed keyword	
Fixed keyword	
Free keywords	*Enter any words you think give extra detail of the scope of your proposal (max 200 characters with spaces).*

Abstract

The abstract should provide the reader with a clear understanding of the objectives of the proposal, how they will be achieved, and their relevance to the Work Programme. This summary will be used as the short description of the proposal in the evaluation process and in communications to the programme management committees and other interested parties. It must therefore be short and precise and should not contain confidential information. Use plain typed text, avoiding formulas and other special characters. If the proposal is written in a language other than English, please include an English version of this abstract in the Part B (technical description) of the proposal.

Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call? *A 'similar' proposal or contract is one that differs from the current one in minor ways, and in which some of the present consortium members are involved.*	○ Yes	○ No
Please give the proposal reference or contract number	XXXXX-X	

PART A
Administrative

Gender Equality Plan

- Having a gender equality plan is an **eligibility criterion** for Public bodies, Higher education establishments and Research organisations from Member States and Associated Countries. Be aware that if the proposal is selected, having a Gender Equality Plan will be necessary before the grant agreement signature

Parte B

Criterion 1

Scientific and Technological Excellence

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 organizational 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.

Gli obiettivi devono essere…

General Objectives

Long term: beyond the duration of the project

Improve, strenght, facilitate, realize …

Specific Objectives

To be realized during the project implementation

Testing, pilot plant, develop new knowledge, …

Le domande per identificare gli obiettivi

- What is the challenge / **what are the problems in the specific field** (indication etc.)?
- **What shall be reached; which problem shall be adressed and solved**?
- What is the consortiums‘ vision ?
- **What needs to be delivered in order to reach the expected impact**?
- Ask questions to cross-check the "central theme of the proposal“:
  - **Are the objectives of the project useful to reach the expected impact?**
  - **Which approach have they chosen? What is their underlying concept (hypothesis, main assumptions)**

Suggerimenti

- There is usually **one main**, overarching goal ("***overall objective***“) and **several subordinate** , more specific goals ("***specific objectives***“). You should list both.
- To a certain extend, the **project objectives are usually already included in the topic text** (see: *specific challenge, scope, expected impact*.), sometimes explicitely listed, sometimes more implicit.
- The objectives are a result of the selected topic and the *concept and approach* the consortium has chosen for its project.

Suggerimenti – La prima pagina

- **Imagine to be an evaluator…**
  - **➔ Start with a short description of the Idea of your project**
  - **➔ Create a picture in the evaluators‘ mind**
  - **➔ Identify the objectives of your project on the first page**

Useful questions to bear in mind for the short presentation:

- What **problem** do you intend to solve?
- Why should it be solved at **European level**?
- Is the knowledge/solution **already available**?
- Why is now **the perfect time** to do it?
- Why **are you the best** person/consortium to do it?

Suggerimenti – Beyond the state-of-the-art

- **Present situation vs future situation**
- **Innovation potential of the project results**
- **Comparative tables**
- **Abbreviations, acronysms** (need to be explained)

TRL - Technology Readiness Levels

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]*

Suggerimenti – Descrizione dell'overal methodology

- How will be **solved the problems and needs described**
- Detailed but concise **description of the solution**
- Rational **why the project is composed this way**, in the differente stages identified (research, demonstration, etc.)
- **Flow chart** visualizing the phases of the project and their interconnections
- Verify **coherence among objectives, activities, results**

1.2 Methodology [e.g. 15 pages]

- 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

Integration of the gender dimension in R&I content

Gender Dimension

Addressing the gender dimension in research and innovation content 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 the gender dimension important?

- Why do we observe differences between women and men in infection levels and mortality rates in the COVID-19 pandemic?
- Does it make sense to study cardiovascular diseases only on male animals and on men, or osteoporosis only on women?
- Does it make sense to design car safety equipment only on the basis of male body standards?
- Is it ethical 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, which are predominantly undertaken by women?
- Did you know that pheromones given off by men experimenters, but not women, induce a stress response in laboratory mice sufficient to trigger pain relief?
- 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?

1.2 Methodology [e.g. 15 pages]

- 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'.

Open Science practices*

- **early and open sharing** of research (for example through preregistration, registered reports, pre-prints, or crowd-sourcing)
- **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, and workflows) through deposition in trusted repositories
- participation in **open peer-review**
- **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)

*Listed in the proposal template

** Mandatory and non-mandatory practices. Mandatory in MGA and WP

1.2 Methodology [e.g. 15 pages]

- 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.

Alcune domande da farsi prima di andare avanti

- Does chapter 1 create curiosity and stimulates to carry-on reading?
- Does the **layout** encourage reading (with pleasure)?
- Check **consistency** across chapter 1, and across entire proposal
- Are **abbreviations** explained (when first occuring)?
- Are **figures** self-explanatory (applicants tend to have too many figures in chapter 1, and also the wrong figures!)
- Take an Helicopter view on the proposed project: **do you get all required information? What is missing? What is overdone?**

Criterion 2

Impact

2.1 Project's pathways 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 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.

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

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'*

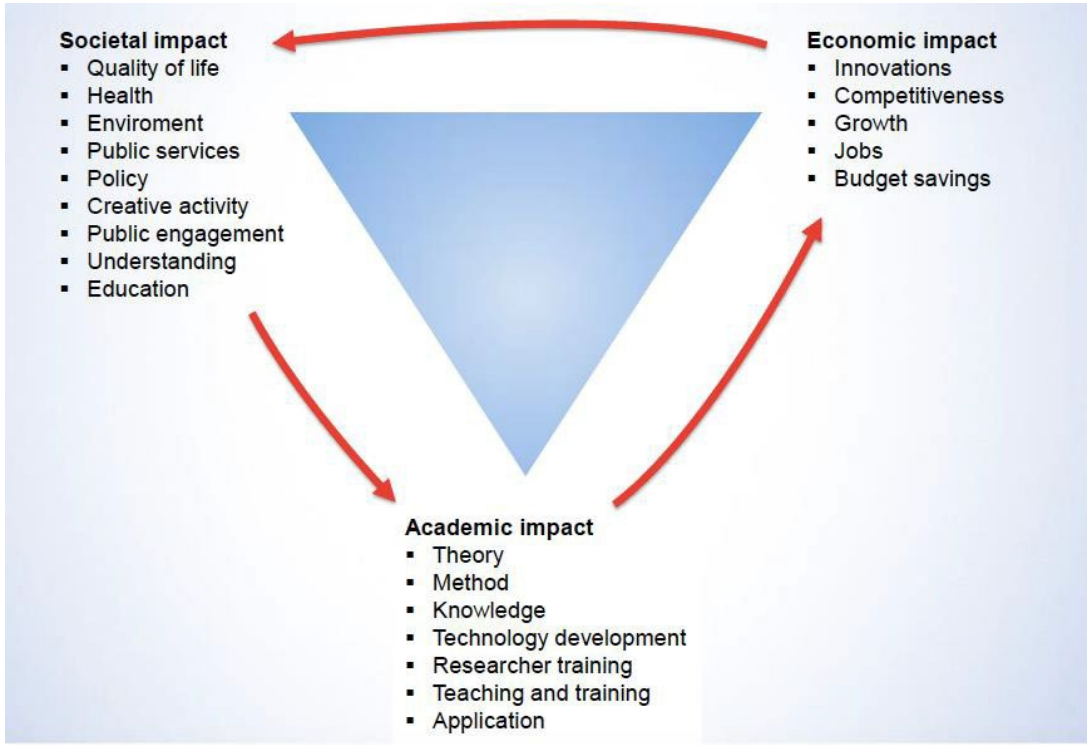
c) Give an indication of the **scale and significance** of the project's contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.

*'**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.*

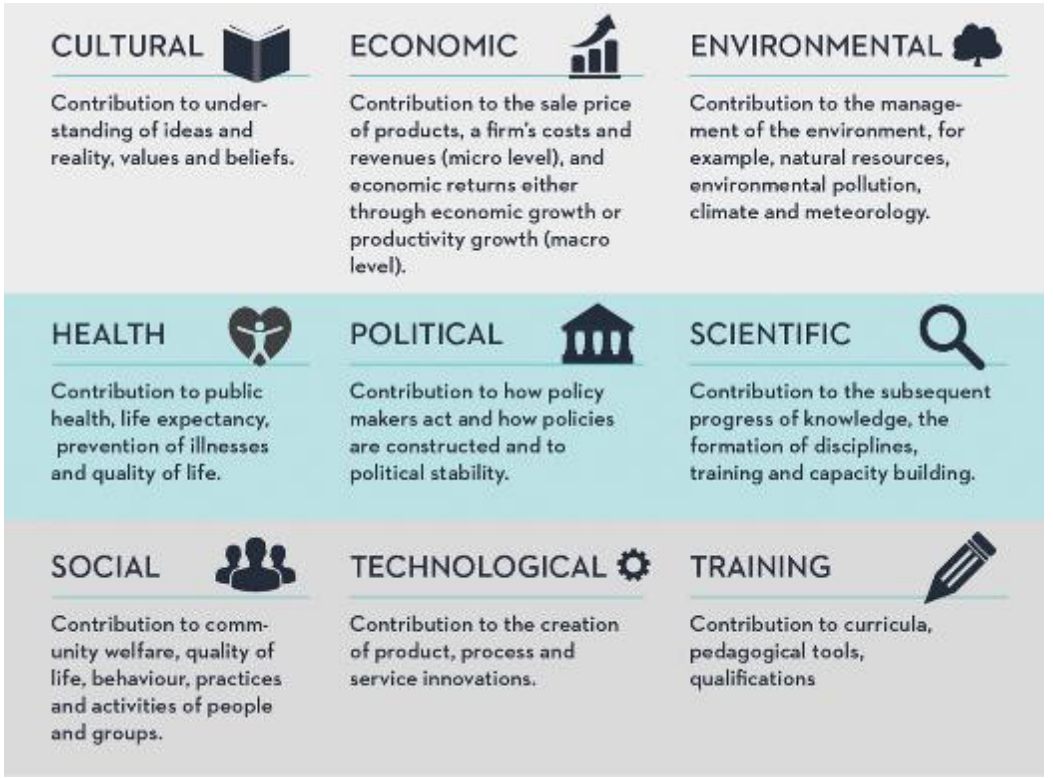
*Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, **quantify your estimation of the effects that you expect from your project**. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use 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.

The impact in different contests



@University of Helsinki



European Science Foundation Impact Classifications

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 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.

Communication 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.

Differenze tra Disseminazione e comunicazione

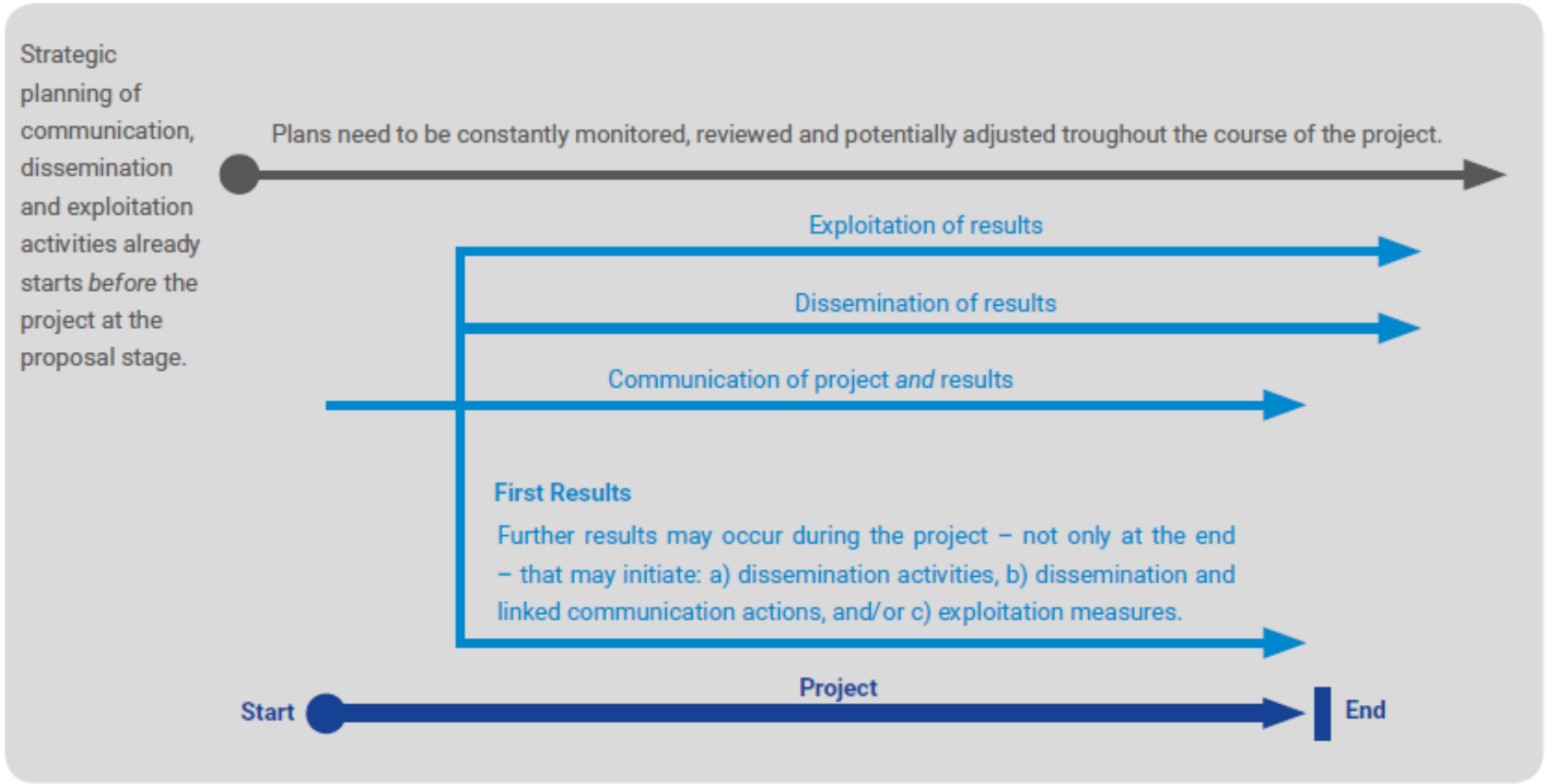
→ Disseminazione	→ Comunicazione (Outreach)
Collegato solo ai risultati	Collegato ai risultati e al progetto
Audience che può usare il risultato	**Audience multiplo**
Target con un alto grado di alfabetizzazione scientifica	Target con conoscenza differente
Favorire lo sfruttamento dei risultati	Aumentare la visibilità del progetto e dei suoi risultati
Inizia con la produzione dei primi risultati	Parte sin da subito

Scientific publications
Policy brief/roadmap Training/demonstration
Sharing results on online repository (research data, software, reports)

Newsletter Press release
Project factsheet, brochure
Social media (blogs, Twitter, Facebook, LinkedIn)

Project website, videos, interview, articles in magazines, exhibitions/ open days, guided visits, conference, presentation and workshops.

Disseminazione, Comunicazione e sfruttamente nel life-cycle del progetto



Measures to maximize: Dissemination & Exploitation

The proposal takes in to account the capacity and role of each consortium member, and the extent to which the consortium as a whole brings together the necessary expertise

Planned D&E measures

- that are proportionate to the scale of the project
- that contain concrete actions (i.e. stakeholders management, business and market actions, standardisation, spin-off, etc.) to be implemented both during and after the end of the project
- planed according to draft timeline of when they will reach their own outcomes/impact both during and after the project

Target group *(e.g. scientific community, end users, financial actors, public at large)*

- What is the proposed channel to interact with the target group?
- What is the function of the proposed target group? How do they contribute to the maximisation of impact?

Follow-up plan to foster exploitation/uptake of the results

Policy feedback measures to contribute to policy shaping and supporting the implementation of new policy initiatives and decisions

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

- 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.

Summary 2.3

- Provide a summary of this section by presenting in the **canvas** below the **key elements of your project impact pathway** and of the measures to maximise its impact.
- **KEY ELEMENT OF THE IMPACT SECTION!**

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
What are the specific needs that triggered this project?	**What do you expect to generate by the end of the project?**	**What dissemination, exploitation and communication measures will you apply to the results?**
Example 1 Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers. Example 2 Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.	Example 1 **Successful large-scale demonstrator:** **Successful large-scale demonstrator:** Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management. **Algorithmic model:** Novel algorithmic model for proactive airport passenger flow management. Example 2 Publication of a **scientific discovery on transparent electronics.** **New product:** More sustainable electronic circuits. **Three PhD students trained.**	Example 1 **Exploitation:** Patenting the algorithmic model. **Dissemination towards the scientific community and airports**: Scientific publication with the results of the large-scale demonstration. **Communication towards citizens:** An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives. Example 2 **Exploitation of the new product:** Patenting the new product; Licencing to major electronic companies. **Dissemination towards the scientific community and industry:** Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies

TARGET GROUPS	OUTCOMES	IMPACTS
Who will use or further up-take the results of the project? Who will benefit from the results of the project?	***What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?***	***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 **9 European airports:** Schiphol, Brussels airport, etc. **The European Union aviation safety agency.** **Air passengers (indirect).**	Example 1 **Up-take by airports:** 9 European airports adopt the advanced forecasting system demonstrated during the project.	Example 1 **Scientific:** New breakthrough scientific discovery on passenger forecast modelling. **Economic:** Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.
Example 2 **End-users**: consumers of electronic devices. **Major electronic companies**: Samsung, Apple, etc. **Scientific community** (field of transparent electronics).	Example 2 **High use of the scientific discovery published** (measured with the relative rate of citation index of project publications). A **major electronic company** (Samsung or Apple) **exploits/uses the new product** in their manufacturing.	Example 2 **Scientific:** New breakthrough scientific discovery on transparent electronics. **Economic/Technological:** A new market for touch enabled electronic devices. **Societal:** Lower climate impact of electronics manufacturing (including through material sourcing and waste management).

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
- Skin cancer patients treated with current therapy lack a predictive biomarker. - Biomarker XY, the currently approved one, has many limits. It does not precisely address the current therapy in a tailor way leading to a reduced survival, undue toxicity and costly therapy	**Platform:** A big EU and beyond data storage platform for providing to physicians AI models for co-decision making, patients empowerment and researchers will be developed and validated in a retro and prospective clinical study. **Algorithms**: a set of novel models for data extraction and prediction will be crafted for skin cancer prediction.	**Dissemination:** scientific publication with results on our platform and AI models **Exploitation:** Patent for medical device **Communication:** a dedicated project website will be available in order to share with all the target groups the data
TARGET GROUPS	**OUTCOMES**	**IMPACTS**
Skin cancer patients Healthcare professionals Researchers in skin cancer field Healthcare authorities and policy makers General Public SME	- Use of the co-decision making AI tool provided by the our app to patients and physicians. - Lung cancer community will use the new platform to share and exchange ideas and novel results. - Creation of a strong connection among EU and US for policy on data sharing.	- Improving Overall Survival and Quality of Life in skin cancer patient. - Reduce toxicity burden for skin cancer patients - Reduce costs for healthcare - Improving physician-patient relationship - Boost the EU Extra-EU exchange

Practical example

Criterion 3
Implementation

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

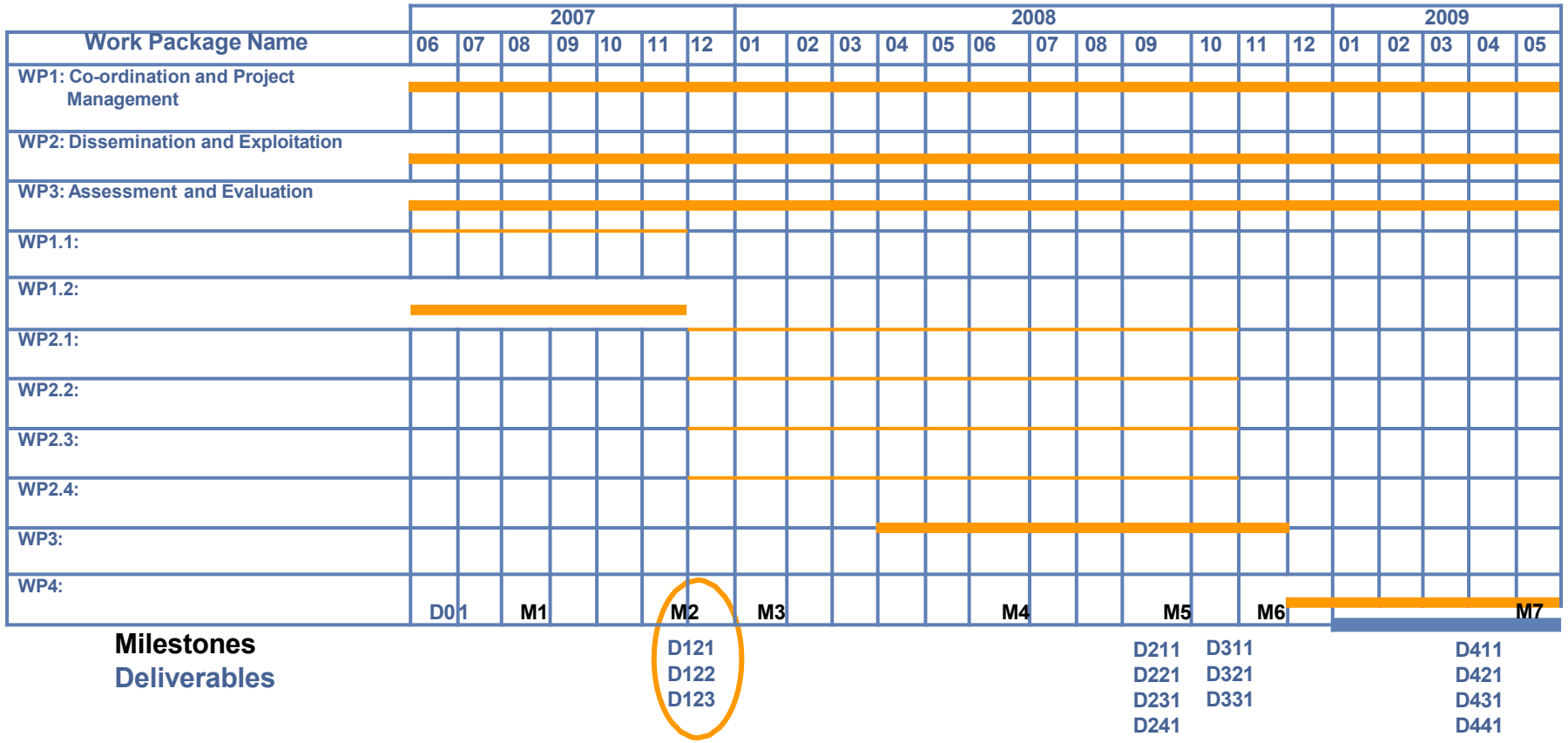
Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'project management', and to give due visibility in the work plan to 'data management' 'dissemination and exploitation' and 'communication activities', either 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.

Work plan – Timing => Gantt Chart

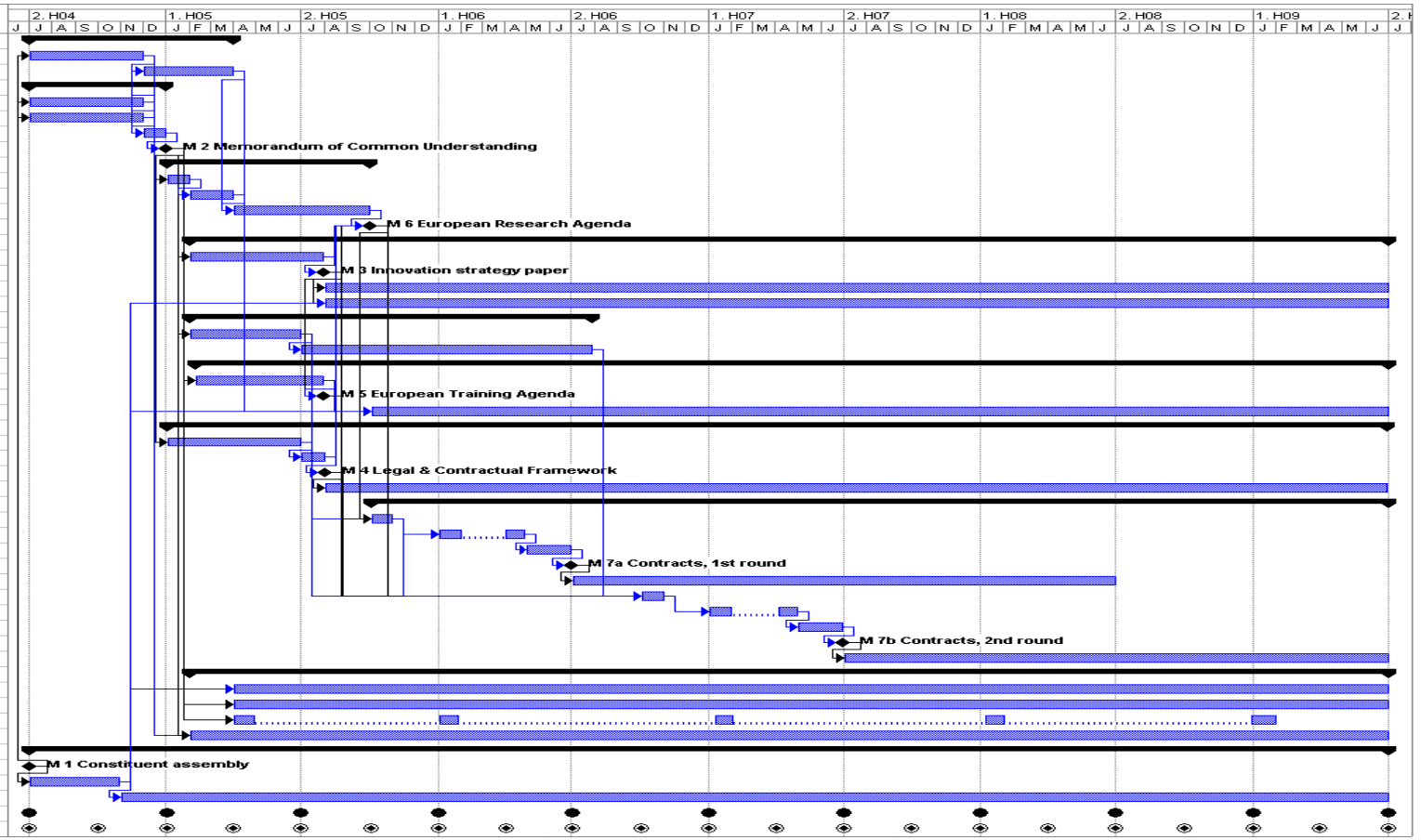
from simple/Excelsheet……



Work plan – Timing => Gantt Chart

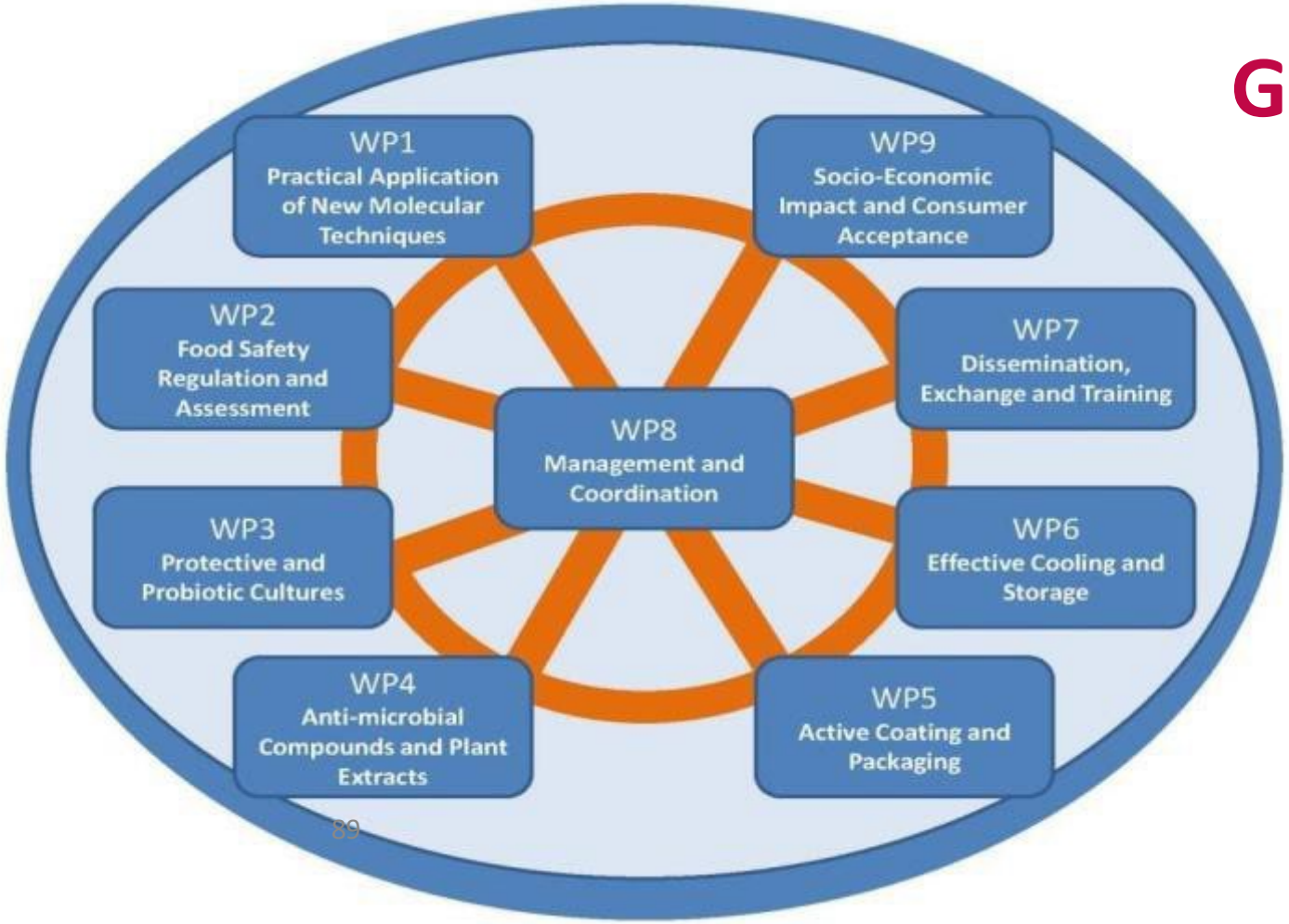
….to complex management tools….

Nr.	Task
1	**WP 1 Status-quo of partner programmes**
2	T 1.1 Survey on the national programmes
3	T 1.2 Interactive Information System
4	**WP 2 Knowledge base for RTD strategies**
5	T 2.1 Programmes in / Cooperation with third countries
6	T 2.2 Foresight studies on future challenges
7	T 2.3 Policy-maker workshop
8	M 2 Memorandum of Common Understanding
9	**WP 3 Strategic and analytic activities**
10	T 3.1 "Kick-off" strategy meeting
11	T 3.2 Indepth discussions with high-level experts
12	T 3.3 Feedback from Scientific Community
13	M 6 European Research Agenda
14	**WP 4 Economic exploitation and job creation**
15	T 4.1 SMEs/industry working group
16	M 3 Innovation strategy paper
17	T 4.2 Supporting network of innovation partners
18	T 4.3 Web-market place for innovations
19	**WP 5 Support for transnational consortium building**
20	T 5.1 Partnering Workshop
21	T 5.2 Satellite workshop to 2nd FEMS conference
22	**WP 6 Human resources development and mobility**
23	T 6.1 Working Group on training issues
24	M 5 European Training Agenda
25	T 6.2 Student & scientist exchange and career forum
26	**WP 7 Management concept and tools**
27	T 7.1 Transnational working groups
28	T 7.2 Workshop for common understanding
29	M 4 Legal & Contractual Framework
30	T 7.3 Transnational task force of programme managers
31	**WP 8 Implementing transnational activities**
32	T 8.1 1st joint call for proposals
33	T 8.2 1st transnational evaluation
34	T 8.3 1st project selection
35	M 7a Contracts, 1st round
36	T 8.4 Project execution, 1st round
37	T 8.1 2nd joint call for proposals
38	T 8.2 2nd transnational evaluation
39	T 8.3 2nd project selection
40	M 7b Contracts, 2nd round
41	T 8.4 Project execution, 2nd round
42	**WP 9 Science and society issues**
43	T 9.1 Communication/information platform for the public
44	T 9.2 Printed information materials
45	T 9.3 On-spot-presentations
46	T 9.4 Strategic supervision with regard to FP 6
47	**WP 10 Consortium management**
48	M 1 Constituent assembly
49	T 10.1 Set up of working infrastructure
50	T 10.2 Overall coordination
51	**NSC Meetings**
63	**EB Meetings**



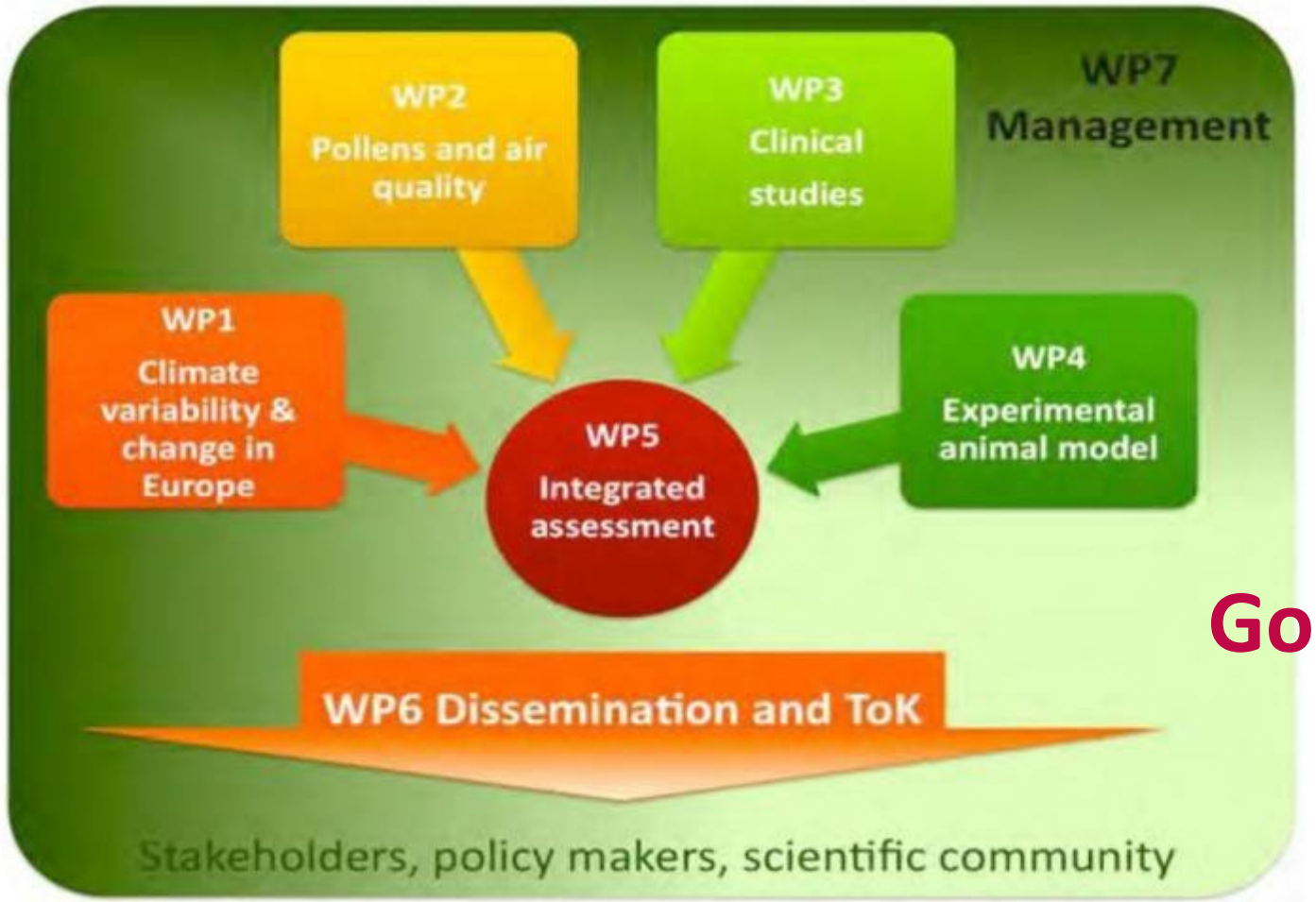
Work plan – Pert Diagram

PERT - **P**rogramme **E**valuation and **R**eview **T**echnique



Good or Bad?

Work plan – Pert Diagram



Good or Bad?

Work plan – Pert Diagram

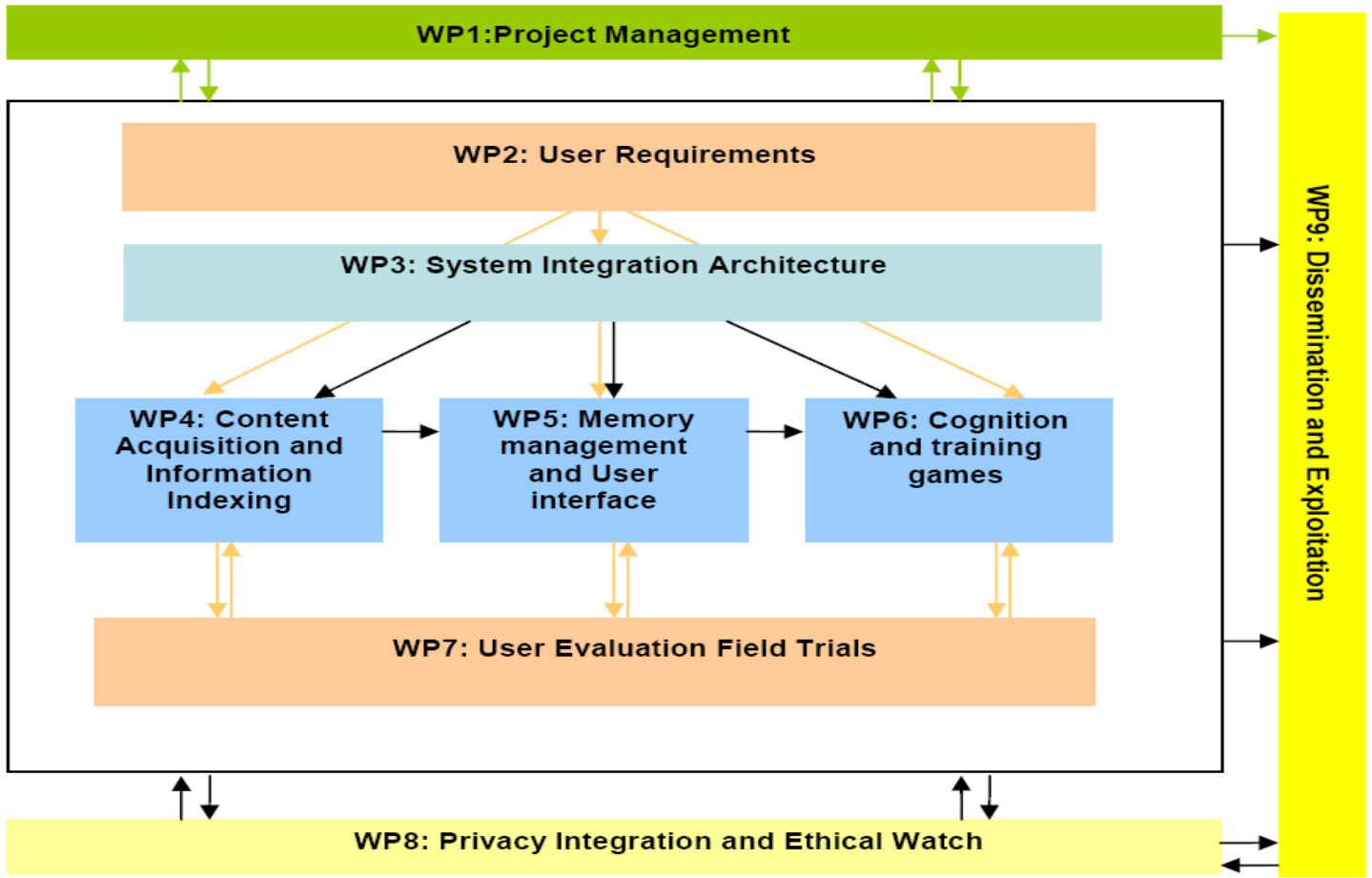


Figure 3: PERT Diagram

Good or Bad?

Work plan – Work packages

Tipp: Maximum 3 pages per Workpackage!

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 → SMART, short Bulletpoints, in line with objectives in Part 1!!!

Description of work (where appropriate, broken down into tasks), lead partner and role of participants → Detailed description of tasks (with Taskleader!) to achieve objectives

Deliverables (brief description and month of delivery) → Results of the tasks, optimal 1 Deliverable per Task

Work plan – Deliverable

Definition: Deliverable

- Distinct output / **concrete result of the project** / WP / task
- meaningful **in terms of the project's overall objectives**
- constituted by a report, a document, a technical diagram, software etc
- Every deliverable **has to be** delivered – **so be sure you can deliver it!**
- **TIPP: maximum 5 -7 per WP**

Good examples:

- *Report on synthetic production of compound x*
- *Results of metabolomics for neurodegeneration-protein mouse models*
- *Project quality procedures established*
- *Study report demonstrating clinical efficacy over 3 months*

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

Please provide the following:

- 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).

Work plan – Milestones

Definition:

- ❑ Structure project into **important periods** or **interim goals**
- ❑ **Control points** in project, help to chart progress

- *Status of the project?*
- *Aims achieved so far?*
- *Need for change of direction?*

Table 3.2a: List of milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification

KEY

Estimated 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.

- ❑ **Aims achieved** so far?
- ❑ May **correspond to completion of key deliverable**.
- ❑ Mark critical **decision point / turning points**.

Risk Management

The risks will be controlled by:

- The coordination responsibility within large WPs being clearly divided up between WP Leaders and Task/Sub-task Leaders that represent the special excellence in the field of the particular tasks.
- Regular intercommunication, review and reporting on progress within WPs (by WP Leaders and Task/Sub-task Leaders);
- The identification and prioritization of risks inherent in the project;
- Selecting the appropriate risk management approaches and avoiding risks that the project is not competent to or willing to manage;
- Implementing controls to manage the remaining risks;
- Learning from experience and making improvements to the project.

Example

Specific risks and contingency plans:

Possible risk	*Contingency plans*
Under- or over-estimate work load.	Management team discussion and adaptation of the work plan, in agreement with the scientific officer, for deliverables and milestones.
Insufficient communication and data/and material delivery between partners.	Improved communication infrastructure. Extra meetings (face-to-face, telephone, Skype conferences).
Conflicts within the Consortium.	Evaluated reasons and try to resolve. If necessary, use of a mediator from outside to solve disagreements.
Trial site and personnel changes	Commitment letter undersigned by partners. Management team discussions. Reorganization of project activities in agreement with the scientific officers.
SMEs interests and economical situation changing	Careful selection of SME Partners, replacing some of SME work and/or adaptation of work plan .
Project timescales are too short to get data on slow-growing species. Delay in trials.	WP1 and WP2: – Planting of the slowest-developing species prior to the project's commencement date. Adapt timetable, in agreement with the scientific officer. If delay is extreme, replacement of trial with other

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.

Consortium as a whole

Questions to ask and describe:

- Describe how the consortium as a whole will **achieve the project aims**.
- Describe **why these partners** are necessary to achieve the project aims.
- Describe the **partner‘s special skills** relevant to the project.
- Describe the **complementarity** of the partners.
- Describe the **balance** of the consortium.
- Describe how **many SME/industry partners** are involved: tasks, status, budget
- Describe how the **(commercial) exploitation of results** will be ensured.
- Describe (if applicable) why **partners from other industrial or third countries** need to be involved – especially if you are asking for funding for third country partners!.

Consortium as a whole – Skills matrix

Example

	Coordinator	Partner 2	Partner 3	Partner 4
Project Management	X			
Technology Domain 1	X		X	
Technology Domain 2		X		
Technology Domain 3			X	X
Technology Domain n				X
Dissemination	X	X	X	X

Submission and evaluation

Evaluation criteria (RIAs and IAs)

EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**, and the extent to which the proposed work is ambitious, and goes beyond the state-of-the-art.
- ✓ Soundness of the 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.

IMPACT

- ✓ 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.

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.

Proposals aspects are assessed to the extent that the proposed work is within the scope of the work programme topic

Dalla prospettiva del Valutatore

Criterion	DO	DON'T
Excellence	Define objectives clearly. Be ambitious, but stay realistic. Choose appropriate methodology. Choose relevant partners and reliable coordinator. Put effort on describing the state-of-art and proof of concept. Create links with previous networks/projects and relevant policies. Engage interdisciplinary expertise. Stay accurate, concise throughout the proposal Bring out the innovation potential. If something stays unclear, contact your NCP.	Don't rush; poorly prepared proposal ruins even the most excellent plans. Don't repeat something what is already done. Don't forget to include partners from differe regions, disciplines, stakeholder groups to compose a balanced consortium. Don't forget to show the credibility of your consortium. Don't hesitate to provide detailed descriptio about your methodology, technical solution etc. Superficial description of the processes is often brought out as a major shortcoming If you have a novel approach – don't forget to describe it thoroughly and to support it with relevant references.

Dalla prospettiva del Valutatore

Impact	When planning be concrete and precise. Quantify as much as possible. Use financial figures and develop a business model and/or business plan. Elaborate a convincing commercialisation plan. Take into account all the expected impacts described in the topic. Expected impacts should be derived and justified on previous results. Plan a good cooperation with end users from the beginning of the project. Involve policy makers, SMEs and industry in the proposal or plan a sustainable cooperation with them. Describe industrial uptake of research results in details. Develop an excellent dissemination plan (with diverse dissemination measures). Address adequately and clearly explain dissemination of project results. Ask for evaluation of impacts (by professionals). Ask NCPs for cooperation.	Don´t list irrelevant and unreal impacts. Don´t try to be very optimistic as it may cause the lack of credibility. Don´t use general descriptions, without any specific focus. Don´t use a weak or general analysis of the market and competition. Don´t miss concrete market details: potential market volumes, which markets, specific products, prices, etc. Don´t copy proposal´s parts (mainly IPR management) from your previous project proposals. Don´t forget that the impact should be related to the particular concept, not to the call fiche. Don´t repeat (or copy) required impact from the call instead of development of your own proposal content. Don´t confuse dissemination with communication or exploitation. Don´t forget to use concrete information about expected environmental savings.

Dalla prospettiva del Valutatore

Implementation	Concrete and precise planning. Details and Quantification. Use Tables. Well-timed tasks and activities with well-balanced allocation to partners. Well-balanced and justified resources and budget. Consortium with partners who complement and synergize well in expertise and tasks. Consultation with NCP.	Don't use repetitions from within the text of the proposal. Don't do "copy-pastes" from other/ previous proposals. Don't forget the details - unsubstantiated/ unreferenced content/ figures/ numbers are causing a negative impression. Don't take beneficiaries/ Partners who are "joyriders" with no significant role and tasks. Don't plan vague Deliverables and Milestones. Lack of "Plan B" and contingency measures.