

*„Acțiuni transnaționale de sprijin a participării cu succes în cadrul
Programului-cadru pentru cercetare și inovare al
UE ORIZONT 2020 – actHORIZ”*



UNIVERSITY OF BERGEN



Writing a Competitive Proposal for Horizon 2020

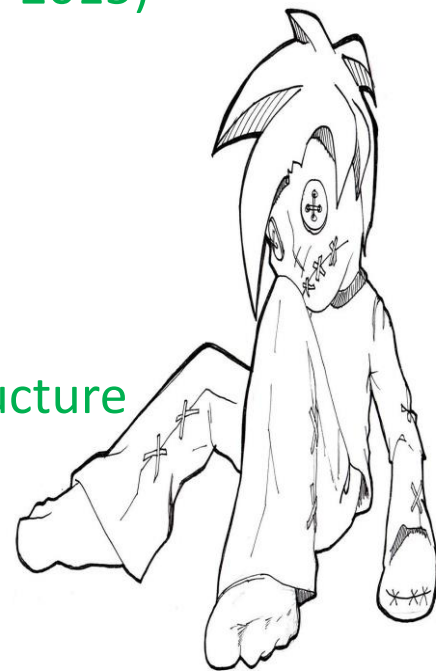
Emmanuel O. Babatunde
Senior Adviser



UNIVERSITETET I BERGEN

Introduction: Emmanuel O. Babatunde

- Former Head, Section for International Research, Univ. of Bergen & Univ. of Oslo (2008 – 2014)
- Evaluator/Rapporteur - FP6, FP7 and Horizon2020 (2004 – 2015)
- Project leader – 3 EU Financed projects
- Coordinator – 2 EU projects and 3 EEA Grant projects
- Project Administrator – 11 projects
- Steering Committee member
- Member in EU Expert groups – SSH, ESFRI Marine Infrastructure Initiative
- Organising Courses, Workshops and Seminars
- Evaluator MSCA programs IOF/IIF/CiG/GF/RI/CR/IF
- Next: Evaluator MSCA-ITN





University of Bergen in numbers

- Over 3600 Employees
- Over 14 800 students
- Over 240 PhD candidates annually

- 6 Faculties
- 39 departments and centers
- 19 Research Schools

- Over 2400 academic publications annually

- More than 60 Master programs in English



Diversity

- Ca. 15 % of the students from 70 different countries outside Norway
- 15 - 20 % of the employees from 75 different countries outside Norway
- 30 - 35 % of PhD graduates from other countries than Norway
- Ca. 30% of all students taking a degree (2012) had spent a semester abroad



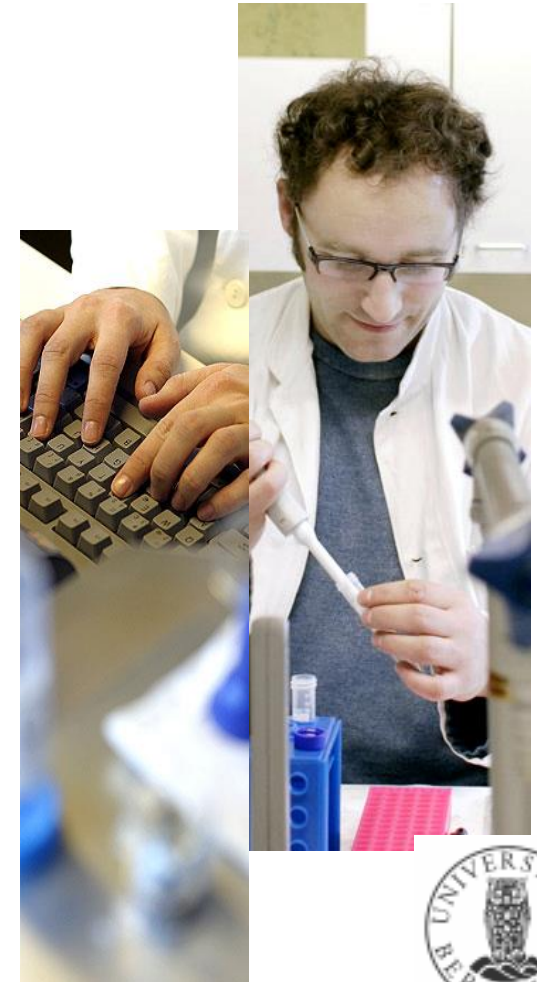
Strategy – excellent quality as priority

- The main goal of the strategy is to position and strengthen the University of Bergen as an internationally acclaimed research university.
- International collaboration is an important focus in all the University's activities
- Identify and prioritize research of high quality
- Quality before quantity in education



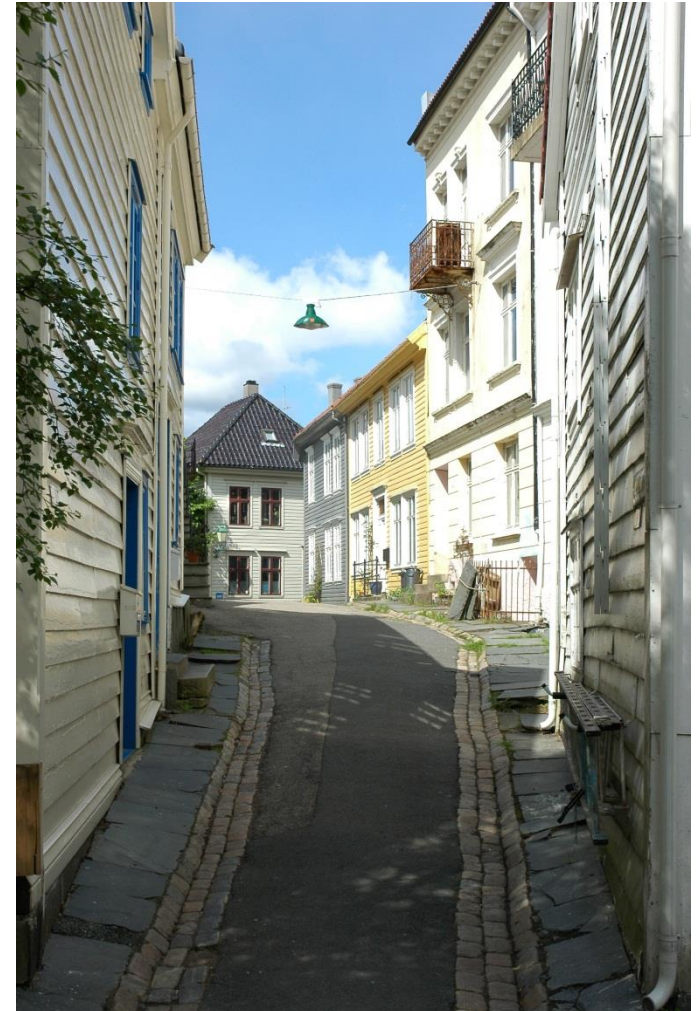
University of Bergen – a international research university

- Four Norwegian Centers of Excellence
- Two Nordic Centers of Excellence
- Partner in two Centers for Research-Based Innovation
- Two Centers for Environmental-Friendly Energy Research
- 9 European Research Councils Advanced Grants, 1 Synergy Grant, 3 Consolidator Grant and 5 (3) Starting Grants
- Major prioritized areas: Development-related research, Marine research and Climate Research



International collaboration

- Bilateral agreements with 400 universities all over the world
- SANORD
- WUN
- Coimbra
- EUA
- Utrecht



FA Support

Call.....Application.....Project.....

Influence
Call text

Inform and
Stimulate

Support and
Help with
Application
Writing

Administrative forms
Proposal preparation

Contract Agreements, Negotiations,
Project Coordination and
Management

Reporting

The Application Process I

1. Positioning Funds (Posisjoneringsmidler): Ongoing

1. Proposal Establishment Support UiB researchers can apply for PES to:

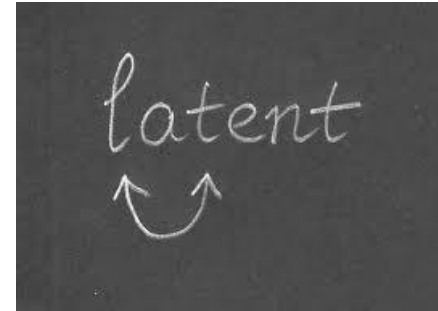
Visit partners to develop ideas
Seek external consultant help
Hire a Proposal Writer

Find teaching/lecture substitutes
Seek editing help for proposals

Allocations:

ERC StG/CoG	10 000 - 50 000 NOK
ERC AdG	10 000 - 75 000 NOK
All others	10 000 - 200 000 NOK

(depending on role: partner vs coordinator)





The Application Process II

- Finding Partners & Previous and current EU projects
- Information on H2020
http://ec.europa.eu/research/horizon2020/index_en.cfm
- Official documents
http://ec.europa.eu/research/horizon2020/index_en.cfm?pg=h2020-documents
- CORDIS (Community Research and Development Information Service)
Project Database
http://cordis.europa.eu/home_en.html

Partner Services

<http://cordis.europa.eu/partners/web/guest/home>

United Kingdom Research Office

<http://www.ukro.ac.uk/Pages/UKRO.aspx>



The Application Process III

3. Proposal Preparation

- Ensure proposal is structured and formulated according to requirements of the call
 - Excellence, Impact, Implementation, management, gender issues, ethics,
- Ensure all relevant administrative forms are filled out correctly, authorisation forms, letters of intent, declarations are in place
- Help draw up a budget (Division of financial services)
- Help with legal issues
- Offer remote or on-site consultations with external advisors



The Application Process IV

4. Presentations on

Research Career, Internationalisation, Research Strategies
EU Programmes – In-depth
Project Management and Report Writing

5. Training Course for Junior Research Leaders

6. Publication of FunderFinder



THE FRAMEWORK PROGRAMME FOR RESEARCH AND INNOVATION



HORIZON 2020



**Excellent
Science**



**Competitive
Industries**



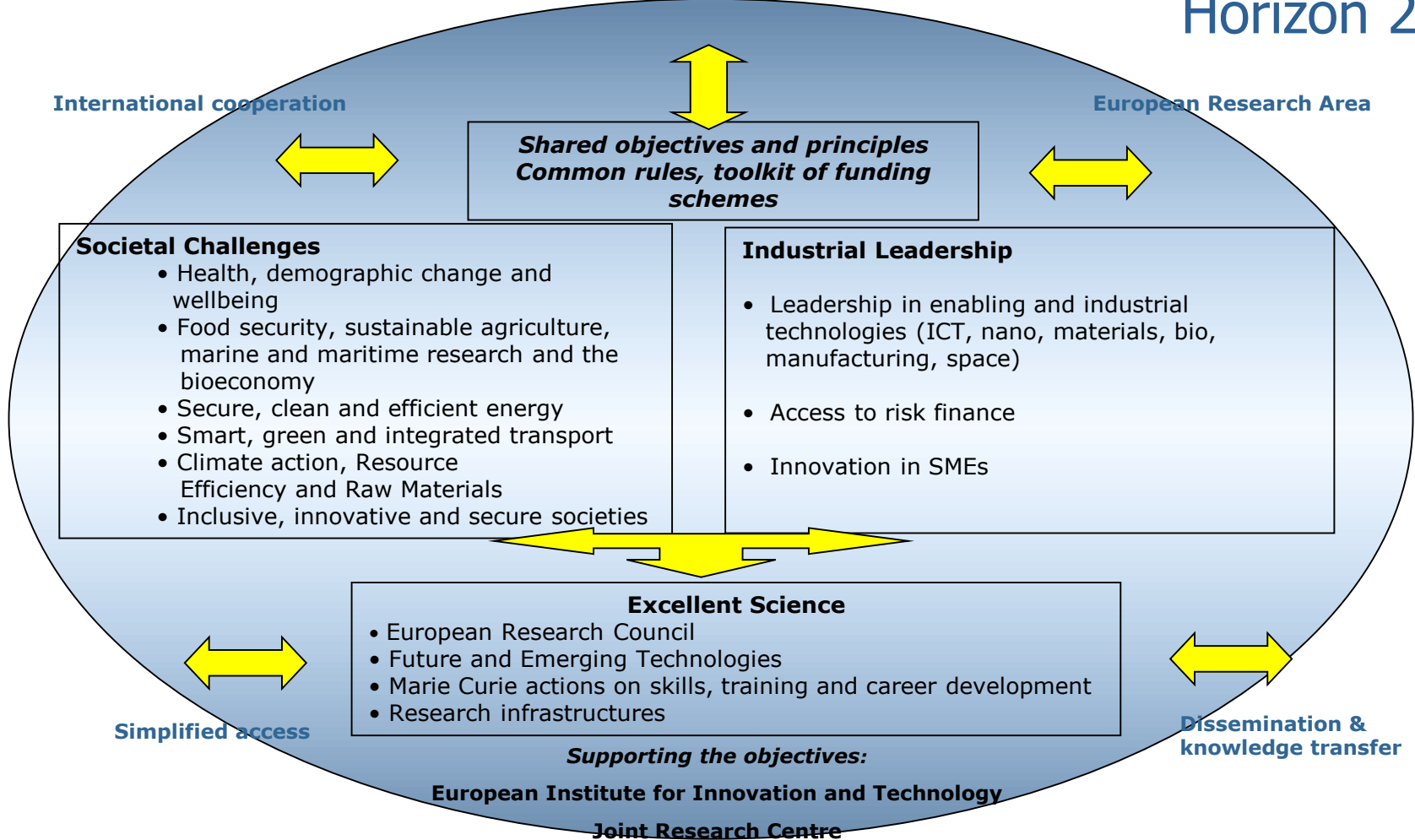
**Better
Society**



A Strategy for Growth & Jobs

Horizon 2020

Europe 2020 priorities



Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)

1. Excellent Science

European Research Council

Future and Emerging Technologies

Marie Curie Actions

Research Infrastructures

2. Industrial Leadership

Leadership in Enabling & Industrial Technologies

- information and communication technologies
- nanotechnologies
- advanced materials
- biotechnology
- advanced manufacturing and processing
- space

Access to Risk Finance

Innovation in SME

3. Societal Challenges

7 Challenges

- Health, Demographic Change and Wellbeing
- Food security, sustainable agriculture, marine and maritime research and the bio- economy
- Secure, Clean and Efficient Energy
- Smart, Green and Integrated Transport
- Climate Action, Resource Efficiency and Raw Materials
- Europe in a changing world: Inclusive, Innovative and Reflective Societies
- Secure Societies – Protecting Freedom and Security of Europe and its Citizens

Joint Research Centre (JRC)

Widening Participation

Science with & for Society

European Institute of Innovation and Technology (EIT)

Joint Programming P2P

Joint Technology Initiatives (JTIs) P2B



FP7-Horizon 2020 comparison

Description	FP7	Horizon2020
Focus	Research	Research and Innovation
Budget	55 billion €	~ 79 billion €
Components	Cooperation, Capacities, People, Ideas, Euratom, JRC	Excellent Science, Industrial Leadership, Societal challenges, Spreading Excellence, Science for Society, EIT, JRC, Euratom
Funding rate (up to) for research	75%	100%
Funding rate (up to) for Demonstration/ Innovation projects	50%	70% 100% for non-profit organizations
Overhead/indirect costs	Different models (20% 60% or actual)	25%
Time-to-grant	12 months in average after submission of proposal	reduced to 8 months
Ex-ante financial viability check	All beneficiaries exceeding 500,000 EUR EU contribution	Coordinators
Audit certificates to be submitted	All beneficiaries exceeding 375,000 EUR EU contribution - cumulative in periods	All beneficiaries exceeding 325,000 EUR EU contribution - only one at the end of the project
Interest on pre-financing	Reported by the coordinator	No need to declare
Thematic approach	"Cooperation" 10 themes	Will be under "Industrial leadership" and "Societal challenges"
Frontier Research, ERC	New in FP7 - Ideas block	Extended under the "Excellent Science" pillar



Facts about Horizon2020

- Budget: ca 79 bn €
- 7 years (2014-2020)
- reflects the policy priorities/targets of the Europe 2020 strategy
- more than €15 billion over the first two years
- First calls published 11 Dec 2013:
- <http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/index.html>



The 5 targets for the EU in 2020

- **1. Employment**
 - 75% of the 20-64 year-olds to be employed
- **2. R&D**
 - 3% of the EU's GDP to be invested in R&D
- **3. Climate change and energy sustainability**
 - **greenhouse gas emissions 20% (or even 30%, if the conditions are right) lower than 1990**
 - **20% of energy from renewables**
 - **20% increase in energy efficiency**
- **4. Education**
 - **Reducing the rates of early school leaving below 10%**
 - **at least 40% of 30-34-year-olds completing third level education**
- **5. Fighting poverty and social exclusion**
 - **at least 20 million fewer people in or at risk of poverty and social exclusion**

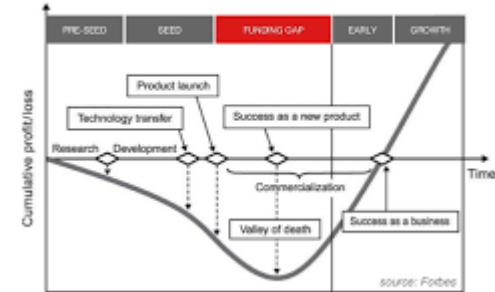


Excellent science

Societal challenges

Industrial leadership

the Valley of Death



Precompetetive

Competetive



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Excellent science



UNIVERSITY OF BERGEN



European Research Council
 Supporting top researchers
 from anywhere in the world

Starting grants	Consolidator	Advanced
Principal Investigator shall have been awarded his/her first PhD $\geq 2 \leq 7$ years Funding – 1,5m € Duration – Up to 5 Years	Principal Investigator shall have been awarded his/her first PhD >7 and ≤ 12 years Funding – 2,0m € Duration – Up to 5 Years	None Funding – 2,5m € Duration – Up to 5 Years

<https://erc.europa.eu/>



Long term planning?



- Publish in high JIF ([Journal Impact Factor](#)) journals
- Some of these need to be without your supervisor
- Research group organization?
 - Catch22: You can't get a grant because you do not have experience in research leadership and you don't get experience in research leadership because you do not have your own grant.

Excellent science: FET

Future and Emerging
Technologies
will cover all research topics



“FET actions are expected to initiate radically new lines of technology through unexplored collaborations between advanced multidisciplinary science and cutting-edge engineering”



FET

- **FET Proactive:** nurturing emerging themes and communities.
Eksempel: <http://www.octopus-project.eu/>
- **FET Flagships:** tackling grand interdisciplinary science and technology challenges.
Two projects: [Graphene](#) and [Human Brain](#)

Excellent science

Marie Skłodowska-Curie actions (MSCA)

IF

- Individual Fellowships

ITN

- Innovative Training Networks

RISE

- Research & Innovation Staff Exchange

COFUND

- Co-financing fellowship or doctoral programmes with transnational mobility

NIGHT

- European Researchers' Night

Excellent science

Marie Skłodowska-Curie actions (MSCA)

European-wide **mobility** possibilities for researchers training, career development and staff exchange.

Types of MSCA:

- **Research networks (ITN)**: support for Innovative Training Networks
- **Individual fellowships (IF)**: support for experienced researchers undertaking mobility between countries, optionally to the non-academic sector

open to researchers either coming to Europe, moving within Europe.

Global Fellowships are based on a secondment to a third country and a mandatory 12 month return period to a European host.



MSCA ITNs

Innovative Training Networks



▶ Three options:

European Training Networks (ETN)

- Minimum 3 beneficiaries
- Minimum 3 countries: MS/AC
- Up to 540 ESR months
- Apply to one of eight scientific panels
- 2014 call budget: €349.68M

European Industrial Doctorates (EID)

- Minimum 1 academic and 1 non-academic beneficiary
- Minimum 2 countries: MS/AC
- Up to 180 ESR months (up to 540, if 3 or more beneficiaries)
- 2014 call budget: €25.5M

European Joint Doctorates (EJD)

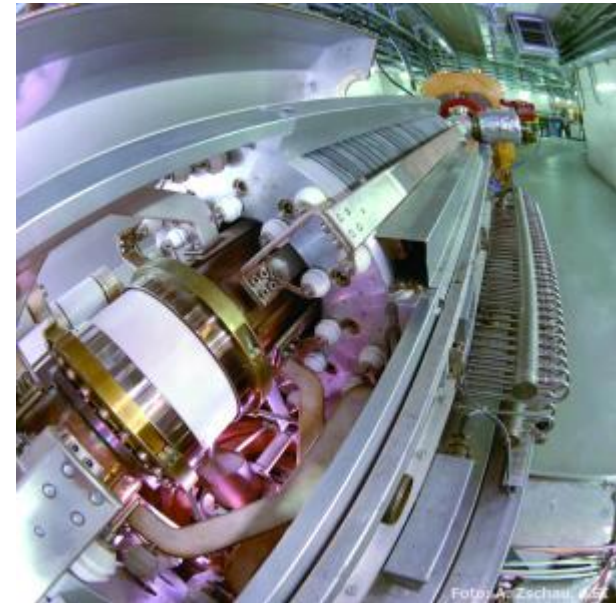
- Minimum 3 academic beneficiaries
- Minimum 3 countries: MS/AC
- Up to 540 ESR months
- 2014 call budget: €30M

Common features:

- Only Early Stage Researchers (ESR) recruited
- Maximum project length = 48 months
- Maximum ESR contract length = 36 months
- Collaboration between academic and non-academic sectors essential
- 3rd country partners are eligible (as beneficiaries, if from funded OTCs)

Excellent science : Research infrastructure

- e-Infrastructures (EINFRA)
- Integrating and opening research infrastructures of European interest (INFRAIA)
- Developing new world-class research infrastructures (INFRADEV)
- Support to innovation, human resources, policy and international cooperation (INFRA SUPP)





Industrial Leadership

The purpose of the Industrial Leadership pillar is to strengthen industrial leadership through **Key Enabling Technologies** (KETs)

- 1) information and communication technologies (ICT),
- 2) nanotechnologies,
- 3) advanced materials,
- 4) biotechnology,
- 5) advanced manufacturing and processing,
- 6) space.

The Industrial Leadership pillar will furthermore enhance access to risk finance for investment in research and innovation, and increase innovation in SMEs.



Industrial Leadership

Leadership in enabling and industrial technologies (LEIT)
nanotechnologies, materials, biotechnology, manufacturing

WORK PROGRAMME

- Nanotechnologies, Advanced Materials and Production (NMP)
- Biotechnology (BIOTEC)
- Factories of the Future (FoF)
- Energy efficient Buildings (EeB)
- Sustainable Process Industries (SPIRE)

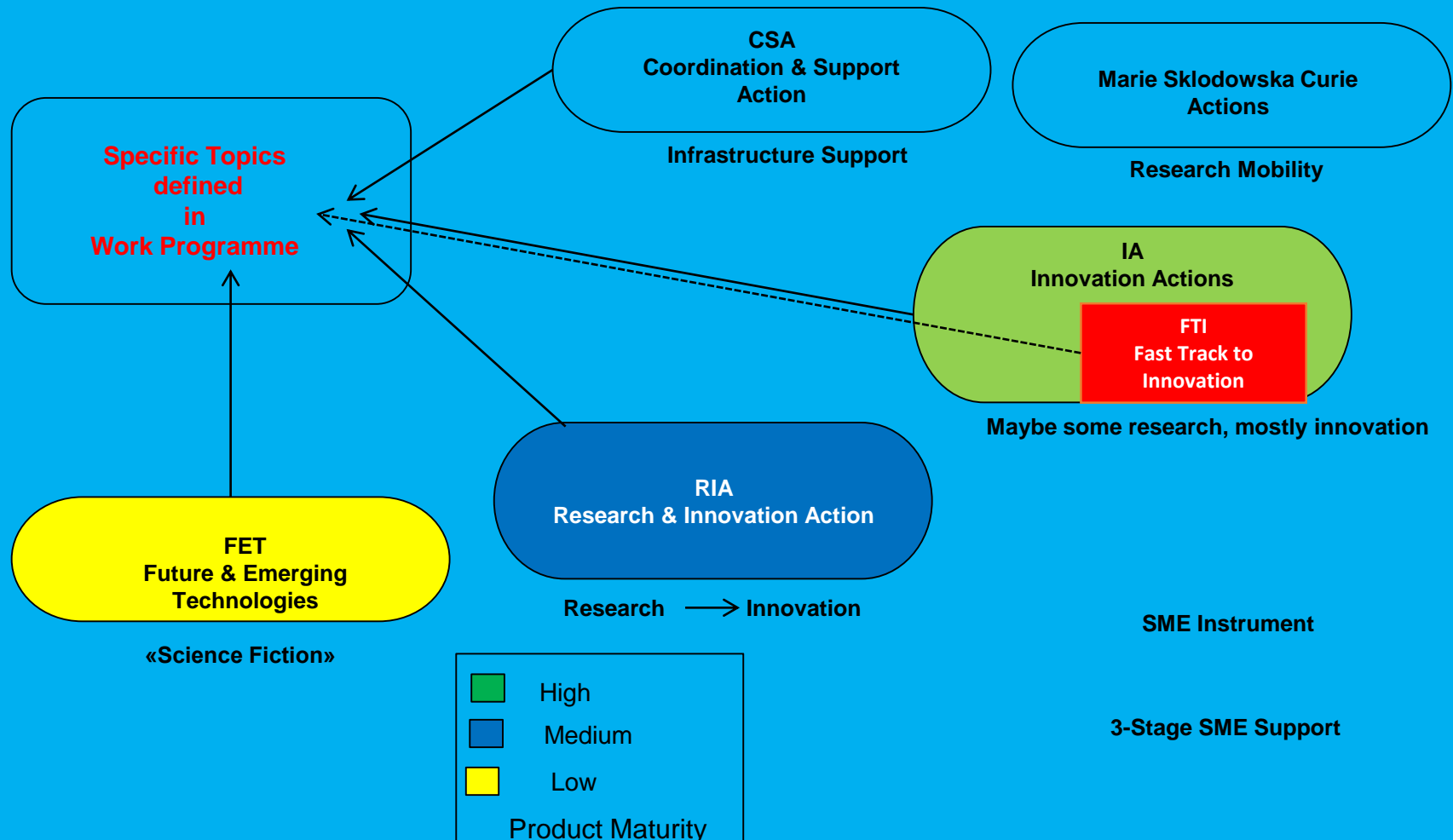


Societal Challenges

Horizon 2020 will focus on seven Societal Challenges.

1. Health, demographic change and wellbeing;
2. Food security, sustainable agriculture and the bio- economy;
3. Secure, clean and efficient energy;
4. Smart, green and integrated transport;
5. Climate action, resource efficiency and raw materials;
6. Europe in a Changing world: Inclusive, innovative and reflective societies
7. Secure societies to protect freedom and security of Europe and its citizens.

Central Concepts in H2020 proposals – Types of Projects





Information

- **My Area in H2020**

<https://ec.europa.eu/programmes/horizon2020/find-your-area>

- **Reference Documents**

http://ec.europa.eu/research/participants/portal/desktop/en/funding/reference_docs.html#h2020-work-programmes

- **Projects**

<https://ec.europa.eu/programmes/horizon2020/en/h2020-sections-projects>

- **European Technology Platforms**

http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=etp

- **Cost Actions**

http://www.cost.eu/about_cost

- **The Top Performers**

[Who are the Champions in Horizon 2020 and what to learn from them](#)

Calls for Proposals

• The Participant Portal





Central Concepts in H2020 proposals – the Structure of the Application

- Research and Innovation Actions
- Part A – Administrative Information and Costs
- Part B
 - 1. Excellence
 - 2. Impact
 - 3. Quality and Efficiency of the Implementation Plan
 - 4. Ethics Issues
 - 5. Consideration of gender Aspects***
 - 6. Security sensitive Issues

http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/pt/2016-2017/h2020-call-pt-ria-ia-2016-17_en.pdf

Writing the Application – Initial Concepts Contrasting Perspectives

Academic Writing

Researcher-centered:

Scholarly passion

Past oriented:

Work you have done

Expository:

Explaining to reader

Impersonal:

Objective, dispassionate

Individualistic:

Usually solo activity

Verbosity rewarded:

Few length constraints:

Specialized terminology:

“Insider jargon”

Eks: Thesis, theme, theory, publications:

World of Ideas

Application/Grant Writing

Sponsor-centered:

Service attitude

Future oriented:

Work you wish to do

Persuasive:

“Sell” to the reader

Personal:

Convey excitement

Team-oriented:

Feedback needed

Brevity rewarded:

Strict length constraints

Accessible language:

Broad audience

Eks: Project, activities, outcomes:

World of Action

Application Writing – A low Probability Game?



- **Average Success rate in H2020 14 - 18 prosent Romania?? xx – xx prosent**
4 315 proposals were retained for funding. The overall success rate of eligible full proposals under the first 100 calls is around 14%, compared with around 20% for the whole of FP7
- The total number of eligible applications in full proposals was 123 334 (FP7: 598 080).
- 38% of successful applicants were newcomers (compared to 13% in 2013, the last year of FP7)





Actual comments made by actual reviewers

- “The problem statement, such as it is, is too global, showing no relationship to reality with no potential solution being indicated or even possible.”
- “This problem has been studied in depth. I’m surprised the writer doesn’t know this.”
- “It is almost impossible to understand what the author wants to study or what the main theme is. The problem is full of jargon and totally unclear as stated.”
- “I cannot ascertain what approach the researcher will take in examining the problem as outlined.”
- The writer has a flair for the dramatic. The world will not collapse if we do not fund a study of students’ daydreams.”

So whats the Problem?



“The Problem makes the Proposal”

- *An important need or issue that should be addressed*
- *A gap between where we are now and where we could be*
- *A limitation of current knowledge or way of doing things*

It’s also an opportunity...

- ✓ *A fresh idea that can advance our understanding or address a societal need*
- ✓ *A refinement that improves efficiency or lowers the cost of goods and/or services*
- ✓ *A new paradigm that reshapes our thinking or way of doing things*



The Critics Weigh In?

- Reviewers are looking for....
- Significance
- Creativity (uniqueness)
- Clearly delineated project
- Research plan (methodology)
- Outcomes (evaluation)
- Impact
- Clear, concise writing

The more competitive, the more reviewer(s) will look for reasons to reject proposals



A Starting Point ... Mind Maps?

- What are you passionate about?
- What is the problem (and why is it important)?
- How is existing knowledge or practice inadequate?



- Why is your idea better?
- How is it new, unique, different?
- What will it contribute and who will benefit from it?



The secret of getting ahead is getting started

-Mark Twain

Plan

- ***Always follow the format provided by the sponsor! Where none is provided, build your case in distinct sections:***

- Problem Statement; or Significance of the Research
- Project Purpose (Overall goal + Specific objectives)
NB: Cite “fit” with program objectives!
- Research Design; or Workplan (Activities + Timelines)
- Applicant Qualifications and Capabilities
- Evaluation Plan; or Expected Outcomes
- Budget (Summary + Justifications)



Start with the Pitch: Sell Your Idea!

I. Set the Stage – Lay Out the Problem (*“Who Cares?”*)

- A. Get the reviewer interested at the outset
- B. Identify the importance—stress the need
- C. Summarize the state of the art
- D. Describe technical challenges to solving the problem and potential benefits

II. State the theme – Your Solution

- E. Describe the concept and establish credibility
- F. Describe your project’s fundamental purpose

III. Create a Vision (*“So What?”*)

- G. Show how your work will advance the field
- H. Envision the world with the problem solved

Start with the Pitch: Sell Your Idea!

- The “pitch” should be the opening 2 - 3 paragraphs of the proposal’s very first section (after the abstract), regardless of what that section is called (INTRODUCTION, BACKGROUND, PROBLEM STATEMENT, SIGNIFICANCE OF THE RESEARCH, SPECIFIC AIMS, etc.)

Specific Measurable Objectives

- Goal: General statement of the project's overall purpose(s)
 - “Our aim with this innovative curriculum is to improve the supply of graduates with National Registry certification.”

- Objective: A specific, measurable outcome or milestone

❖ “It is anticipated that completion of the new curriculum will result in enhanced student scores.”

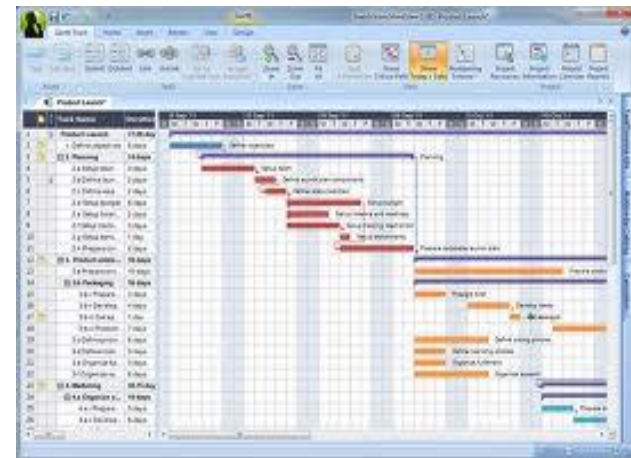
➤ “At least 90 per cent of course graduates will pass the National Registry Examination.”

Assume an uninformed but intelligent reader



- ❑ Visualize the overall project with a drawing
- ❑ Specify major tasks and timelines; use Gantt charts, calendars or flow charts

- Use clear, accessible language
- Stick with direct statements and active voice
- Avoid insider jargon and acronyms



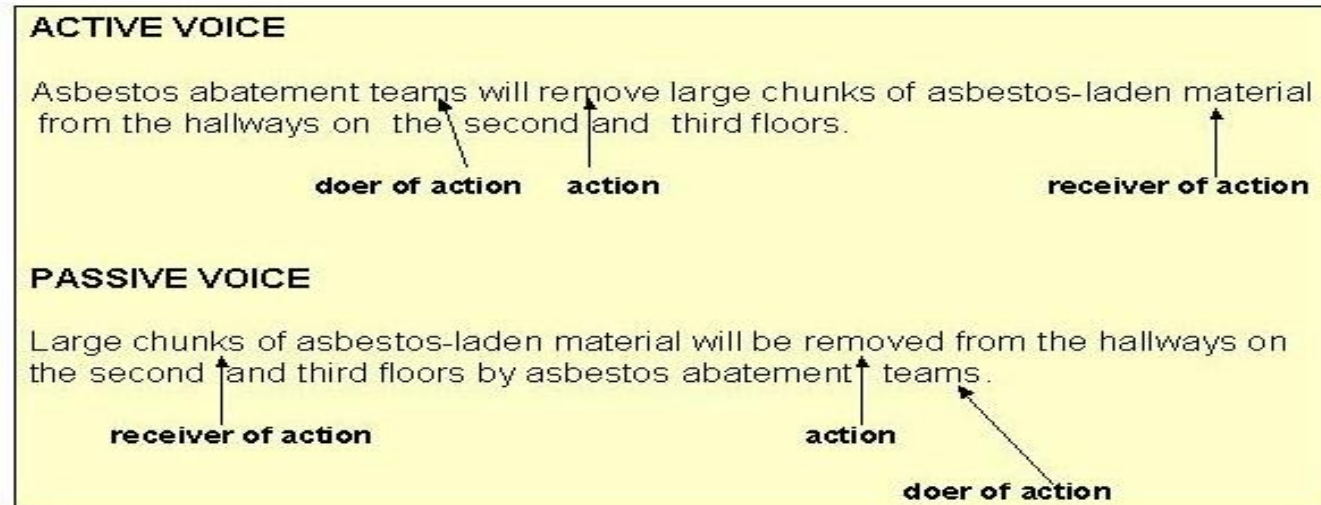
Passive vrs Active

It has been demonstrated by research that...

The SAP program is being implemented by our department...

Research shows clearly that...

Our department launched SAP this year...



Nu uita!!!!!!!



- Write, Rewrite and Rewrite
- Let it rest in between, sleep on every rewrite
- Must allow TIME
- Read Successful applications/Grants
- Attend Workshops
- And above all: Think Big, think small, think differently
- And most important: Treat it like a Game (Afterall, thats what it is)



1. Excellence

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

- *Clarity and pertinence of the objectives*
- *Soundness of the concept, and credibility of the proposed methodology*
- *Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)*
- *Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge*

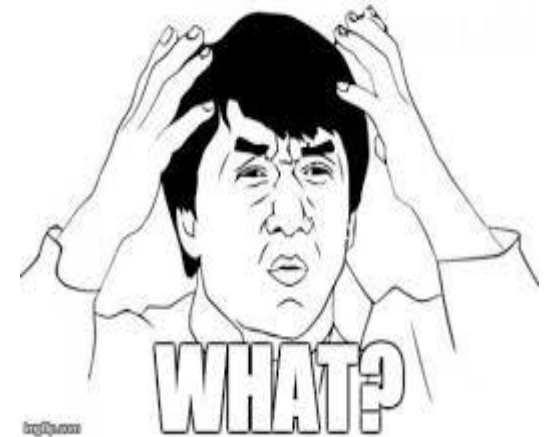
Impact with a punch:

- Ideas about Structure and
- Content of the
- Impact Chapter



•QUESTION: WHAT

- Make it clear to me which project results will be subject to exploitation





What kind of “exploitable results” can we have? How do they relate to project deliverables?

ANIKETOS: Making exploitable results explicit *****EXAMPLE*****

Key exploitable results	Potential users	Impact: Benefits for this user
A modelling language (DSML) and an open source tool able to express and analyse security and trust requirements both from a technical and a social point of view based on risks.	Service developers and composers	Allows trust sharing, recommendation and trust/security reasoning to be distributed across services and between users.
Methods and design-time support modules supporting common IDEs for service creation (open source).	Service developers and composers	Easier service implementation, discovery and composition with respect to trust and security concerns using methods, tool support and services provided by the platform, integrated into their everyday IDEs.
Methods and runtime support modules supporting common service execution platforms (open source).	Service providers	Monitoring, adaptation and recomposition of running services with little or no down-time of their services, offering more robust and valuable services to the end users.

QUESTION: WHY

- Convince me that there is a sound motivation for the impact, based on EU policy objectives





- Why do the commission give us this money anyway?
- WHY – motivation for work
- You need to show:
 - Relevance to the particular work programme topic
 - Relevance to wider policy issues



Europe
2020
Exiting
the crisis

- Horizon 2020: Political tool to realise the Europe 2020 strategy
- Especially important in the H2020 pillar "Societal Challenges"
- But present in all work programs (e.g. LEIT ICT a Digital Single Market)
- **It's not about how you can get your research funded by the EU, but how your research can be used to solve real challenges**



QUESTION: HOW

- **Convince me that you know what needs to be done to actually bring about the impact**



What should an exploitation plan describe?

- HOW – steps [aka “measures”] needed to bring about impact
- Your answer to this question is crucial: all the others count for nothing if you cannot show that you “have a plan”.



- **HOW: Defining Context**
- **PROVE** you understand the world to which impact is targeted:
 - Market conditions
 - Political/policy conditions
 - Other constraints (economic, social acceptance, standards,)
- **EXPLAIN:**
 - Limitations context may impose
 - How you might overcome (but be realistic!)
- **CAUTION:** There is a risk that evaluators will expect this in “Risks” section in chapter 3 a□ include a cross-reference from there to Impact chapter.



The “promised land” – impact/exploitation

Milestones along the way

Steps to be taken

Project boundary – impact/exploitation starts here

Example “Supercar”

■ Milestones

1. Highly convincing lab demonstrator ready
2. Several car manufacturers interested in becoming customers
3. Within 2 years: Production prototype of car with new **Joe+ super** engine demonstrated by car manufacturer at major car show
4. Within 4 years: First cars with **Joe+ super** engines go on sale

■ Steps needed

■ M1→M2:

- Do basic market analysis + arrange visits to promising customers

■ M2→M3:

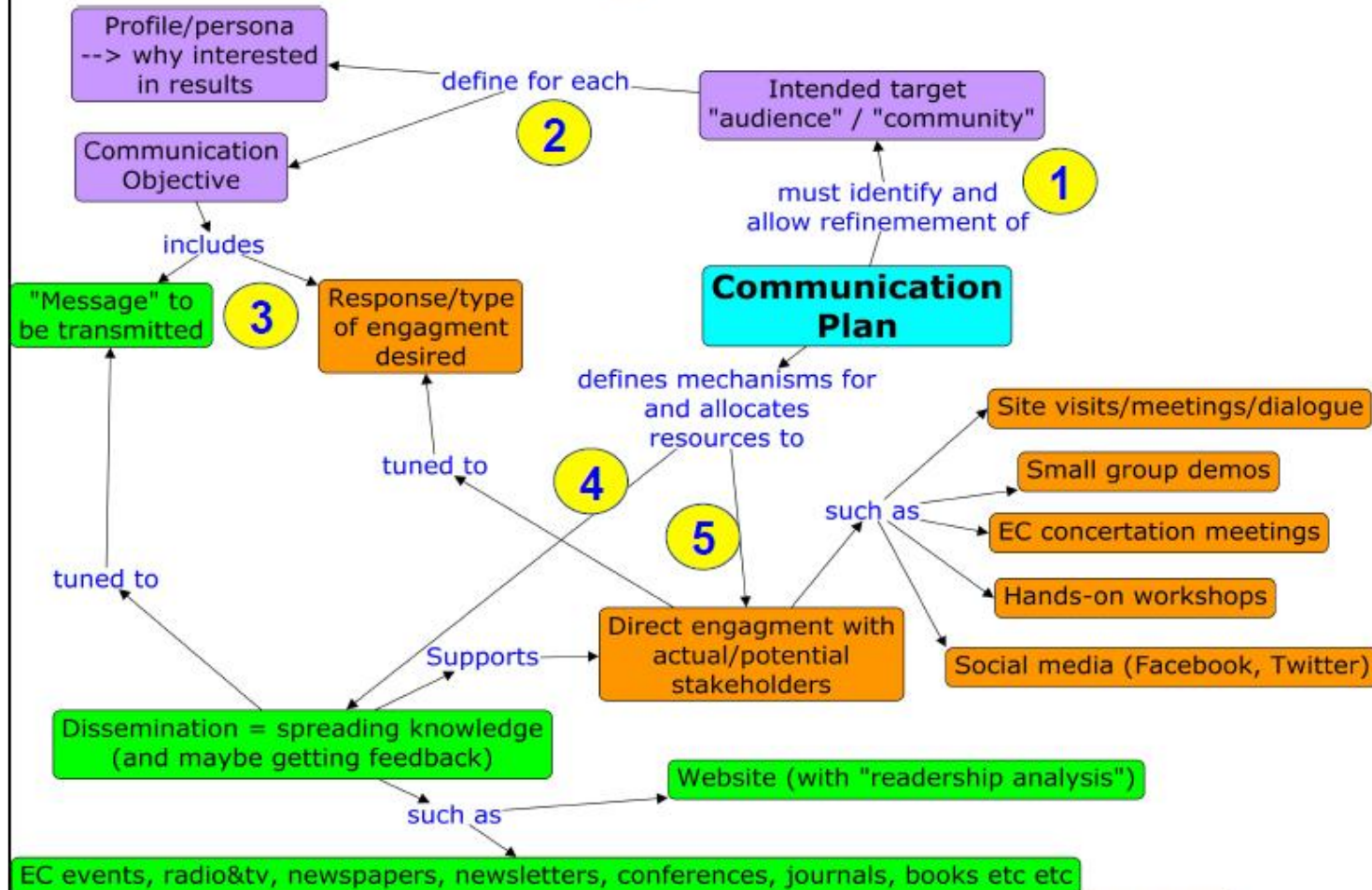
- Select target manufacturer
- Establish working arrangement
- Agree on IPR issues
- Co-operate to produce production prototype

■ M3→M4:

- Assist car manufacturer to resolve any technical issues
- Take part as necessary in marketing activities



HOW: Stages in defining a Communication Plan



Linking Chapter 1 (Excellence) and Chapter 2 (Impact)

NB: Chapter/section numbers here are based on RIA (Research and Innovation Action) proposal template. Sections will vary for different types of proposal.

From template instructions Chapter 2: *Please be specific, and provide only information that applies to the proposal and its objectives.*

Proposal section 1.1 Objectives

Describe “**Vision**”: long-term **objectives/achievements** outside/beyond the project

Describe “**Objectives**”: **objectives** to be achieved within the project itself

Describe “**Results**”: to be produced within the project itself

Needed to achieve

Needed to achieve

Summarizes/
Links to

Proposal section 2 Impact

2.1 Expected Impacts (more specific than “Vision”)

2.2 Measures to maximise impact
a) Dissemination and exploitation of results

(exploitable results
subset of)



2. Impact

The following aspects will be taken into account:

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



Expected impacts listed in the work program

- Describe how your project will contribute towards the expected impacts listed in the work program in relation to the topic or topics in question.
- Mention the steps that will be needed to bring about these impacts.
- Explain why this contribution requires a European (rather than a national or local) approach.
- Indicate how account is taken of other national or international research activities.
- Mention any assumptions and external factors that may determine whether the impacts will be achieved.



Impact

- Potential impact and Relevance
- Contribution at the European or international level to the expected impacts listed in the work program under the relevant activity
- Appropriateness of measures for the dissemination and/or exploitation of project results



Impact 2

- Achieving impact through industry and other stakeholders
- effective dissemination
- managing intellectual property



Dissemination and/or Exploitation of project results and management of IPR

- *Describe the measures you propose for the dissemination and/or exploitation of project results,*
- *and the management of knowledge, of intellectual property, and of other innovation related activities arising from the project.*
- This section should include the description of plans for the dissemination and/or exploitation of the results for the consortium as a whole
- and for the individual participants in concrete terms
- for example by describing the dissemination and/or exploitation strategies, the user groups to be involved and how they will be involved,
- the tools and/or means to be used to disseminate the results
- and the strategic impact of the proposed project in terms of improvement of competitiveness or creation of market opportunities for the participants.



D&E Cont.

- Exploitation is a vital part of this section. Emphasise the usefulness and range of applications, which might arise from the project.
- Explain the partners' capability to exploit the results of the project
- and detail how you foresee doing this in a credible way.
- Refer to the draft Consortium Agreement with respect to exploitation rights within the consortium.
- **This is particularly important.**
- Be specific and quantify things such as accessible market etc. It is possible to include an appendix to the proposal that could deal with broader or more detailed aspects of this.



Quality and efficiency of the implementation

The following aspects will be taken into account:

- *Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables;*
- *Appropriateness of the management structures and procedures, including risk and innovation management;*
- *Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise;*
- *Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role.*



Management structure and procedures

- This section has to be concise, complete and very well thought out.
- describe how the proposed project will be managed,
- the decision making structures to be applied,
- the communication flow within the consortium
- the quality assurance measures which will be implemented,
- and how legal and ethical obligations will be met.



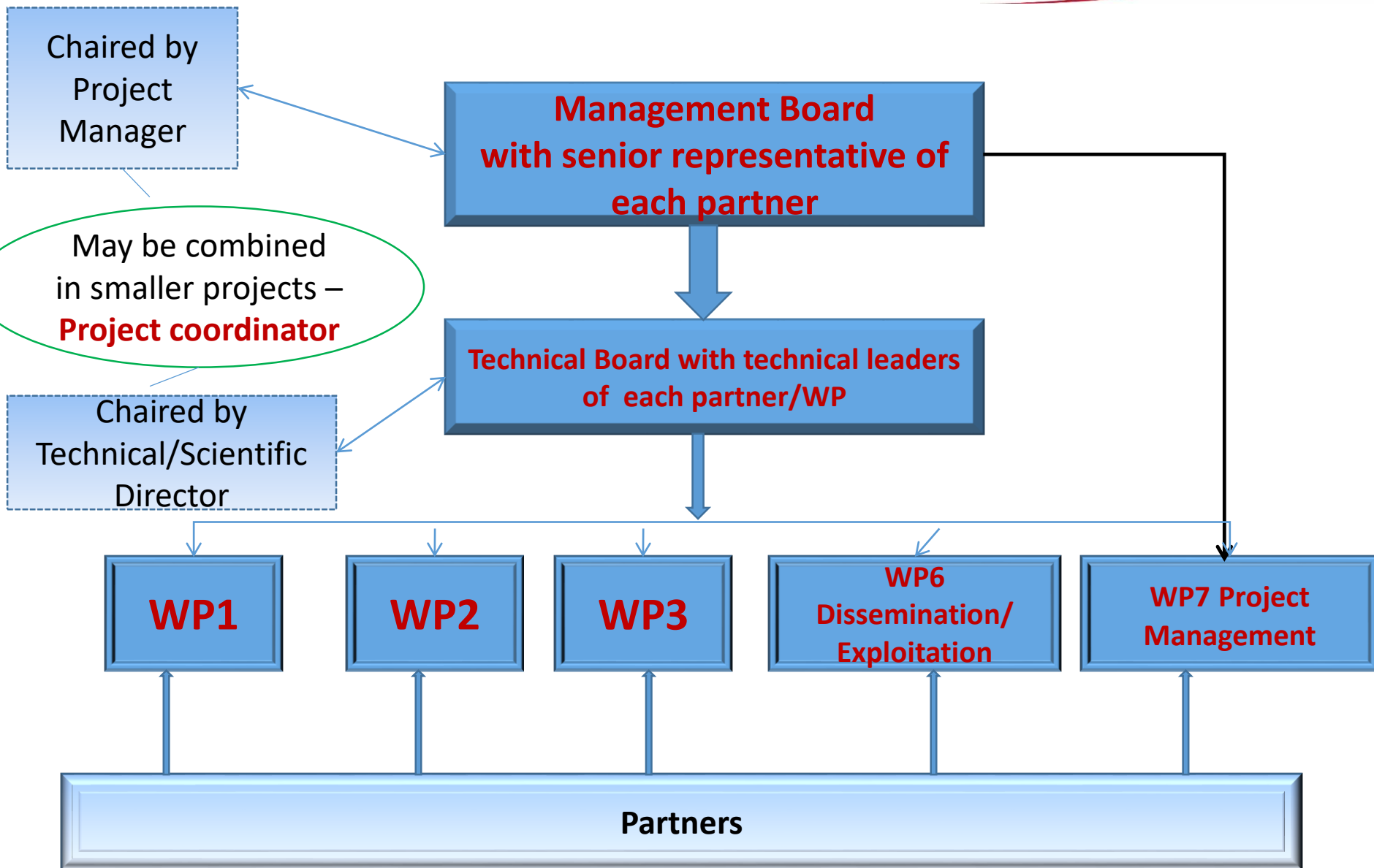
Management & Implementation

- Emphasise the experience and quality of the management.
- Make it clear how progress will be monitored
- and how an effective management structure will be put in place, with agreed lines of communication and responsibility.
- Describe how corrective actions will be initiated and how conflicts will be resolved.
- It is vital to include an organisation chart.



CONSORTIUM MANAGEMENT

- **Management Structure and Procedures**
 - **Management Team led by Coordinator/Project Manager**
 - **Coordinator**
 - **Project Manager**
 - **Work Package Leaders (WPL)**
 - **Sub-Project Leaders**
 - **Partner Institutions which are not WPL**
 - **Associate Partners**
 - **Lead Users of Results**
 - **General Assembly**
 - **Executive Board**
 - **Scientific Committee**
 - **Project Committee**
 - **Sub-Project Committee**
 - **Administrative Team**





Project Organisation

- Describe the organisational structure and decision making mechanisms of the project.
- Show how they are matched to the complexity and scale of the project
- There should be a brief section on each body in the organisation chart, its composition and function
- Each defined role such as Coordinator, Project Manager, Work Package Leader etc should also have a brief description of their role and responsibilities
- Reference must be made to the future Consortium Agreement that will expand on the topic and formalise it



Project Organisation

- The specific obligations of the coordinator must be distinguished from the management of the consortium activities.
- The coordinator's specific obligations are:
 - 1 to ensure accession to the contract by the other contractors
 - 2 to ensure the communication between consortium and Commission
 - 3 to receive and distribute the EC contribution
 - 4 to keep project accounts
- Only the coordinator may have these particular tasks and their associated costs.



Individual participants

- This section should also contain a **BRIEF** description of each partner, emphasising his relevance to the project.
- By brief, we mean maximum of a third of a page.
- You can also include a brief CV of one or two staff per participant.
- Do not exceed one page per participant and preferably two thirds of a page
- Any excess must be relegated to an appendix. (A diplomatic way to handle a Professor who insists on five pages of references.)



Cont..

- There are important things to say and irrelevant things.
- The evaluator is interested in a company's technological capability, not on which stock exchange it is listed. If your company was founded two years ago or if you only have five staff, **do not mention it**. This can only detract from your creditability.
- If you have been involved in previous successful projects, name them.
- The CV of the nominated Project Manager is of particular importance. You have to show that he has experience of successful international project management.
- Emphasise this aspect.



cont.

- For each participant in the proposed project, provide a brief description of the organisation,
- the main tasks they have been attributed, and the previous experience relevant to those tasks.
- Provide also a short profile of the staff members who will be undertaking the work
- Exceptions: If within the same organisation, there are different departments, faculty etc undertaking different aspects of the project.



Consortium as a whole

- Start off with a short one page description of the consortium stating who the participants are,
- what their roles and functions in the consortium are, and how they complement each other.
- It is vital you identify such partners as “end user”, “exploiter or supplier” as well as “research contributor” etc.
- Describe how the participants collectively constitute a consortium capable of achieving the project objectives,
- and how they are suited and are committed to the tasks assigned to them.
- Show the complementarity between participants.
- Explain how the composition of the consortium is well balanced in relation to the objectives of the project.



Cont

- If appropriate describe the industrial/commercial involvement to ensure exploitation of the results.
- i) Subcontracting: If any part of the work is to be subcontracted by the participant responsible for it, describe the work involved and explain why a subcontract approach has been chosen for it.
- ii) Other countries: If a one or more of the participants requesting EU funding is based outside of the EU Member states, Associated countries and the list of International Cooperation Partner Countries, explain in terms of the project's objectives why such a choice or funding would be essential.



Others

- Be very careful of sub-contracts. The Commission does not like them.
- Do not sub-contract R&D.
- Remember if a company sub-contracts some work they will normally have to pay 100% of the costs (potentially with profit) and will normally only get 50% or 75% back.
- It is quite clear what sub-contracts are considered reasonable. If, for example, a project is producing a prototype of some equipment and require a special enclosure for this and it is not the type of work one of the partners would normally do in house, it is quite proper to sub-contract the work.
- Sub-contracting art work or say even building a web site are reasonable and should be mentioned and justified.



Summary

- Quality of the consortium and of the management and Mobilisation of the resources
- Appropriateness of the management structures and procedures
- Quality and relevant experience of the individual participants (Participant Description)
- Quality of the consortium as a whole (including complementarity, balance)
- Appropriate allocation and justification of the resources to be committed (budget, staff, equipment).



And Finally

- **Your proposal should:**
- **Have novel, *excellent science with clear methodology***
- **Address an *identified problem—read the policy documents!***
- **Be achievable at *European level***
- **Be *well-managed, with Plan B, C....***
- **Have clearly identified *end users***
- **Address any *ethical issues***

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UE ORIZONT 2020 – actHORIZ”*



UNIVERSITY OF BERGEN

Be confident, Trust yourself and Go for it!



Danke Merci Tänan
Bedankt Grazie Takk Dziękuję
Gracias Grazzi
Hvala **Many thanks** Mersi
Kiitos **for your attention** Tak
Tack D’akujem
Obrigada Благодаря
Ευχαριστώ Ačiū
Köszönöm Paldies
Go raibh maith Agat



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