HOW TO WRITE A SUCCESSFUL PROPOSAL

Tips, Tricks and Partner Search tools
From the idea to the project

Idea

- Choose the EU Programme (H2020, EASI, Creative Europe, etc.)
- Select the topics
How to participate

The first steps to prepare your proposal and apply for EU research funding. Learn how to find a suitable Call for proposals or project partners and how to submit your proposal.

The following guidance services facilitate your participation:

- **Funding Guide**: step-by-step online guide through the Portal processes from proposal preparation and submission to reporting on your on-going project
- **Reference documents**: library of legal documents, guidance notes, and additional reference material for H2020 and FP7
- **search for already registered organisations and their PILs**
- **Financial viability self-check tool** allows you simulating the financial viability check of your organisation
- **SME participation**: dedicated H2020 guidance page for SME

**Step 1 - Find a suitable Call for Proposals**

The Commission publishes on the Participant Portal all the Calls of its research and innovation programmes [H2020](#), and you can search calls from previous programmes (FP7 and CIP). In addition you can find information about some additional calls in the [Other Funding Opportunities](#) section. If you apply for the first time and do not know yet the programmes, it is useful to read the Funding Guide. It helps you choose the most suitable programme for your area and profile. Besides, you can search according to your research topic with key words and set filters in the calls list.

Your National Contact Point can also help you find the most suitable call for your profile. SMEs are in addition supported.
All the Work Programmes
From the idea to the project

- Select the **role**?
  - Coordinator or Partner?
  - How to find potential partners/coordinators?
    - Partner Search platforms
    - Past projects
    - Participation at infodays and brokerage events
La principale fonte d’informazione per i progetti finanziati dall’UE dal 1990

Il servizio Progetti e risultati è il punto di riferimento unico per tutti i progetti di ricerca finanziati dall’UE e i relativi risultati.

Saperne di più...

Search projects
by free text, Project acronym, reference or record number

Project Acronym  

Search results
Result in Brief, Report Summary or all results

Latest Results in Brief

Accelerazione della biotecnologia industriale
2015-03-18
L’uso della biotecnologia nei processi industriali è uno dei modi più promettenti di ridurre l’inquinamento, la perdita di risorse e i costi spianando la strada a nuovi mercati di prodotti. Uno studio finanziato dall’UE sta individuando le barriere da comprendere affinché sia ...

Nuove terapie per la neurodegenerazione
2015-03-18
Il segno distintivo della maggior parte dei disturbi neurodegenerativi è l’accumulo aberrante di aggregati proteici. L’identificazione dell’aziologia molecolare di tali disturbi è l’unico modo nuzio a proprie verso una terapia efficace.

Membrane artificiali per la ricerca biologica
2015-03-18
Lo studio della funziona della membrana in condizioni controllate all’interno delle cellule vive è difficile. Secondo lo studio BIOMIMEM, la risposta è di costruire membrane artificiali biomimetiche su una piastra.

Le molecole epatiche importanti per l’immunità
2015-03-18
La deconvoluzione delle risposte immunitarie è fondamentale per lo studio di strategie immunoterapeutiche efficaci. Uno studio europeo ha concentrato la sua attenzione su specifiche molecole degli antagonisti che mostrano un ruolo
Information on the participants

COMISIÓN NACIONAL DE INVESTIGACION CIENTIFICA Y TECNOLOGICA
Canada 308, Providencia
SANTIAGO, Chile
Administrative contact: Matthew Sheldon
Tel.: +56 2 3684485
Email:

Participants

DEUTSCHES ZENTRUM FUR LUFT- UND RAUMFAHRT EV
IDOM INGENIERIA Y CONSULTORIA S.A.
INSTITUT DE RECHERCHE POUR LE DEVELOPPEMENT
Partner Search Platforms

- Fit for Health => [http://www.fitforhealth.eu/](http://www.fitforhealth.eu/)
Partner Search Support

Are you interested in participation in EU Research Projects within the Societal Challenge 6 “Europe in a changing world - inclusive, innovative and reflective Societies”?

To spread your partner search, you can profit from our online partner search service. The National Contact Point (NCP) for Societal Challenge 6 in your country will automatically receive your filled in form and the partner search will be published within a short time here on the NET4SOCIOETY project website.

The partner search service is open for all partner searches relating to topics of Societal Challenge 6 “Inclusive, innovative and reflective societies”.

The NET4SOCIOETY database will offer both profiles of partners interested in becoming involved in existing or currently forming consortia as well as partner searches of research consortia looking for specific additional partners.

Enter your project search

Please use this form if you are looking for integration into existing/forming consortia as a partner for participation in EU research projects within Horizon 2020.

Enter your partner search

Please use this form if you are a coordinator or consortium preparing a
2. Target Partner Sought

Target Partner Organisation type:*  
- higher education / university  
- industry/SME  
- research institution  
- consultancies  
- public partner  
- private partner  
- NGOs / voluntary organisations  
- education  
- other

If other (please specify):

Expertise / competency required:*

3. Contact Details

Gender:*  
- 

Last name:*  
First name:*  

Organisation:

Address:*  

Postcode:*  

City:*  

Country:*
Welcome to the NET4SOCIETY Research Directory

NET4SOCIETY is the network of National Contact Points for the Societal Challenge 6 and for Socio-economic Sciences and Humanities (SSH) in the EU-Framework Programme.

The NET4SOCIETY Research Directory is an English language online directory of actively involved RESEARCHERS and KEY PLAYERS in the Socio-economic Sciences and Humanities (SSH)

Why you should register?
The NET4SOCIETY Research Directory is designed to facilitate research cooperation in the context of the EU Research Programme.

Add your profile in the Research Directory and you will be able to find and to be found!

Insert profile

If you are a researcher who is actively involved in SSH research and interested in international cooperation, register yourself and help building a map of SSH research all over the world. Researchers from all types of institutions are welcome - large and small, universities and private companies.

Search database

Identify researchers who work in the area of Socio-economic Sciences and Humanities, either within the context of EU funded research or broader collaborative research and find international partners with the complementary expertise, profile or technology that you are looking for.

Download the NET4SOCIETY leaflet

NET4SOCIETY newsletter

NET4SOCIETY publishes two bi-annual newsletters for the SSH research community with latest information on SSH calls, news within the European Commission and latest research developments. Already published editions can be found on the NET4SOCIETY web site
If you are a SSH researcher consider also other Partner Search tools

- Energy: C-Energy+
- ETC..
Profile Description

**Code:** PROF-IT-SME-515

**Publication Date:** 17/03/2015

**Organization details**

- **Country:** Italy
- **Organization type:** SME
- **Organization description:** As a One-Stop-Shop company, we design, manufacture and delivery smart devices right to your hands.

Intelenr expresses its potential for applied research and market driven development through purposeful projects. Each commitment is loaded with human centric technology in order to play an active role in Ambient Intelligence, Smart Monitoring and Building Automation.

We carefully listen to our customers and integrate their feature requests on a regular basis.

**Sector of interest**

- **Horizon 2020 Programmes:** Food security, sustainable agriculture, marine and maritime research & the bioeconomy, Information & communication technologies, Security society
- **Research topic:**

**Expertise**

- **Description of the expertise:** Fully focused on the Internet of Things ecosystem, we build real products for smart monitoring, ambient intelligence and building automation.

Among our competences portfolio we facilitate industrial projects in which the higher technology is involved.

Artificial intelligence, embedded systems, open platforms and additive manufacturing are the main ingredients of our technological recipes.

- **Keywords describing the expertise offered:** rapid prototyping, embedded systems development, market research, reliability tests
- **Commitment offered:** Research, Management

**Previous experience in FP Project**

**Reference to Call/topic of interest**

**ORGANIZATION DETAILS**

Type of organization and description

**EXPERTISE**

Describe your working fields and past experience
From the idea to the project

- **Idea**
- **Partner**
- **Writing the proposal**

- On-line templates:
  - Part A
  - Part B
- Self-evaluation
Writing the proposal

PART A *ADMINISTRATIVE INFORMATION*

- General information (coordinator)
- Participant information, (1 for each partner)
- Budget (completed by the coordinator)

PART B *TECHNICAL INFORMATION* in PDF format

- The sections follow the evaluation criteria
Parte B della proposta

Section 1
Excellence

1° evaluation criterion: Excellence

Section 2
Impact

2° evaluation criterion: Impact

Section 3
Implementation

Capitolo 4
Members of the consortium

3° evaluation criterion
Quality and efficiency of implementation
Writing the proposal: part B

1: Excellence
1.1 Objectives
1.2 Relation to work programme
1.3 Concept and approach
1.4 Ambition

2. Impact
2.1 Expected impacts
2.2 Misure to maximase impact
   a) Dissemination and exploitation of results
   b) Communication activities

3. Implementation
3.1 Work plan – work packages, deliverables and milestones
3.2 Management structure and procedures
3.3 Consortium as a whole
3.4 Resources to be committed

4. Individual participants

And cover page!
• Title of proposal and
• List of participants
Scoring

Scores must be in the range 1-5. Half marks may be given.

**Interpretation of the scores**

0 — The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1 — Poor. The criterion is inadequately addressed, or there are serious inherent weaknesses.

2 — Fair. The proposal broadly addresses the criterion, but there are significant weaknesses.

3 — Good. The proposal addresses the criterion well, but a number of shortcomings are present.

4 — Very Good. The proposal addresses the criterion very well, but a small number of shortcomings are present.

5 — Excellent. The proposal successfully addresses all relevant aspects of the criterion.
WRITING A PROPOSAL
ANALYSIS OF THE TOPIC
Call - the Young Generation in an Innovative, Inclusive and Sustainable Europe

**YOUNG-1-2014**: Early job insecurity and labour market exclusion

**YOUNG-2-2014**: Youth mobility: opportunities, impacts, policies

**YOUNG-3-2015**: Lifelong learning for young adults: better policies for growth and inclusion in Europe

**YOUNG-4-2015**: The young as a driver of social change

**YOUNG-5-2014**: Societal and political engagement of young people and their perspectives on Europe

**CONDITIONS FOR THIS CALL**

This Work Programme was adopted on 10 December 2013. The parts that relate to 2015 (topics, dates, budget) have, with this revised version, been updated. The changes relating to this revised part are explained on the Participant Portal.

Specific challenge: It is obvious that investing appropriately in lifelong learning will contribute to overcoming the economic and social crisis and meeting the Europe 2020 targets on employment, poverty reduction, education, sustainability, innovation. The need and markets for adult education (after initial education and training) are thus likely to rise in the coming years. However, despite sustained attention over the years, adult education in Europe remains inadequate. Firstly, it is now well documented that those who are more in need of adult education, such as young, unemployed, low skilled, disabled and vulnerable workers, actually benefit less from adult education opportunities than other more advantaged groups. Secondly, the costs of adult education are footed largely by enterprises and individuals/families while the public resources invested are largely less than the private ones: this fragmentation actually shows the persistent weakness and ineffectiveness of adult education policies.

In this context, it is important to review thoroughly the situation of adult education in Europe and look for ways to take the most out of the numerous initiatives taken by a large number of often isolated actors. Such policy and programme learning should as a priority address young people, in particular those with low levels of basic and functional literacy, those not in education or training or those in situations of near social exclusion, who could be helped much more effectively if adequate adult education policies were designed.
EUROPEAN FRAMEWORK POLICIES

- 2010_EUROPE 2020 strategy 2010-2020
- European Council 26/27 June 2014: Strategic Agenda For The Union In Times Of Change
- Communication From The Commission: Research And Innovation As Sources Of Renewed Growth (10.6.2014)
- Juncker Agenda: A New Start For Europe: My Agenda For Jobs, Growth, Fairness And Democratic Change (15 July 2014)
- Communication From The Commission: Annual Growth Survey 2015 (28.11.2014)
- Ecc ...

- Understanding EU policies on the specific field
- Learning the EC vocabulary
Other DGs involved?

Departments (DGs)
• Agriculture and Rural Development (AGRI)
• Budget (BUDG)
• Climate Action (CLIMA)
• Communication (COMM)
• Communications Networks, Content and Technology (CNECT)
• Competition (COMP)
• Economic and Financial Affairs (ECFIN)
• Education and Culture (EAC)
• Employment, Social Affairs and Inclusion (EMPL)
• Energy (ENER)
• Environment (ENV)
• Eurostat (STAT)
• Financial Stability, Financial Services and Capital Markets Union (FISMA)
• Health and Food Safety (SANTE)
• Humanitarian Aid and Civil Protection (ECHO)
• Human Resources and Security (HR)
• Informatics (DIGIT)
• Internal Market, Industry, Entrepreneurship and SMEs (GROW)
• International Cooperation and Development (DEVCO)
• Interpretation (SCIC)
• Joint Research Centre (JRC)
• Justice and Consumers (JUST)
• Maritime Affairs and Fisheries (MARE)
• Migration and Home Affairs (HOME)
• Mobility and Transport (MOVE)
• Neighbourhood and Enlargement Negotiations (NEAR)
• Regional and urban Policy (REGIO)
• Research and Innovation (RTD)
• Secretariat-General (SG)
• Service for Foreign Policy Instruments (FPI)
• Taxation and Customs Union (TAXUD)
• Trade (TRADE)
• Translation (DGT)
YOUNG-3-2015: Lifelong learning for young adults: better policies for growth and inclusion in Europe

**Scope:** The research will address adult education in general (for all ages), with a specific focus on young adults and vulnerable groups (from an indicative age of 18 and after leaving initial education and training) after entry into working life. It will consider the complementarity between public policies and dynamics of private markets in the EU market and will analyse actors, dynamics, trends, mismatches and overlaps. A historical perspective on lifelong learning (e.g. in the 19th century urban areas) will add to a comprehensive analysis.

The research will identify successful programmes which are demonstrating to improve learning outcomes, particularly those reaching out to young adults at risk of social exclusion and other vulnerable groups, and address their transferability to other countries/regions. Diversity issues (gender, culture, ethnicity, language etc.) should be considered as well.

The research will also address the learning potential and innovation ability in workplaces (organisational models that favour innovation ability and innovative oriented training) and the effectiveness of learning actions.

The action should help to set-up a cooperation mechanism between the various agencies doing research and collecting data at international and European level for developing synergies and avoiding overlaps. It will reflect on existing taxonomies and indicators and on their appropriateness to sustain European strategies. It will investigate the feasibility and possibly develop an Intelligent Decision Support System (policy making modelling) for simplifying the access to information and support policy making in the different phases of the policy cycle. It will develop a systematic impact analysis of adult and continuing education policies linking it to forecasts for demand of skills in the future.
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YOUNG-3-2015: Lifelong learning for young adults: better policies for growth and inclusion in Europe

Expected impact: The research will harvest the potential of existing and generate new scientific knowledge in order to create synergies and cooperation amongst the main international and European actors collecting data and doing research in the field in order to compare and analyse adult education across Europe.

An ‘Intelligent Decision Information System’ will facilitate the access to scientific evidence for policy making so to support them in correcting the distortion of the adult education and continuing training market, show how to reduce barriers that hamper access to opportunities for various levels of population and locations, identify appropriate financial measures for supporting individuals and companies, ensuring an effective and fair distribution of resources, reduce mismanagement and corruption. The analysis of the past and current policies impact will be linked to forecasts for demand of skills in the future.

The research will advance knowledge on specific aspects linked to adult education such as specific policies and programmes for young people that have demonstrated an improvement of their labour insertion and reduced their risk of social exclusion, organisational models encouraging innovation in the companies, application of various psychological and behavioural sciences outcomes to adult education, transmission of skills and knowledge between workers, informal learning and the efficiency of private markets. In essence knowledge gained will be useful to reduce the deprived situation of most vulnerable groups that are normally less involved in adult education.
**Expected impact:** The research will harvest the potential of existing and generate **new scientific knowledge** in order to create synergies and cooperation amongst the main international and European actors collecting data and doing research in the field in order to compare and analyse adult education across Europe.

An ‘Intelligent Decision Information System’ will facilitate the access to scientific evidence for policy making so to
- support them in correcting the distortion of the adult education and continuing training market,
- show how to reduce barriers that hamper access to opportunities for various levels of population and locations,
- identify appropriate financial measures for supporting individuals and companies,
- ensuring an effective and fair distribution of resources,
- reduce mismanagement and corruption.

The analysis of the past and current policies impact will be linked to forecasts for demand of skills in the future.

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- specific policies and programmes for young people that have demonstrated an improvement of their labour insertion and reduced their risk of social exclusion,
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In essence knowledge gained will be useful to reduce the deprived situation of most vulnerable groups that are normally less involved in adult education.
From the idea to the project

- **Idea**
- **Partner**
- **Writing the proposal**

**Submission**
- On-line, no hard copies
- On-line signature
- Registration on ECAS*
- Register your organization and request the PIC (Participant Identification Code)

*European Commission Authentication System.*
Registration process

• Fill in your email address and the security check
• Follow the instruction given in the email received
ECAS account

ECAS (authenticates your identity on European Commission websites)

Participants Portal requires you to authenticate

Login

Is the selected domain correct?

External [Change it]

Username or e-mail address *

Password * [Look your password?]

More options...

Login!

* Required fields
From the idea to the project

1. **Idea**
2. **Partner**
3. **Writing the proposal**

**Invio**

**Valutazione**

- Identification of experts
- Panel
- Ranking list
- 5 months

You can register as an expert!!

[https://ec.europa.eu/research/participants/portal/page/home](https://ec.europa.eu/research/participants/portal/page/home)
H2020: Evaluation
The evaluation starts before the submission

Draft table of contents

I. Introduction

II. H2020 grants: background and principles
   II.1 Principles governing the award of grants
   II.2 H2020 types of grants and funding rates

III. Applying for funding
   III.1 Find a call
   III.2 Find partners
   III.3 Get a user account in the electronic exchange system
   III.4 Register in the Beneficiary Register
   III.5 Submit a proposal
   III.6 How to file a complaint

IV. From evaluation to grant signature
   IV.1 Proposal eligibility check
   IV.2 Evaluation of proposals and operational capacity check
   IV.3 Grant preparation
      IV.3.1 Ethics pre-screening and ethics review
      IV.3.2 Security scrutiny
      IV.3.3 Legal entity validation
      IV.3.4 Financial capacity check
      IV.3.5 Non-exclusion check
      IV.3.6 Grant award letter
   IV.4 Grant signature
   IV.5 How to file a complaint

V. Managing your grant
   V.1 Keeping records
   V.2 Certifications
   V.3 Reports and payment requests
   V.4 Deliverables
   V.5 Dissemination of results — patents and publications
   V.6 Amendments
   V.7 Checks, audits, reviews and investigations
   V.8 How to file a complaint
Evaluation process

Eligibility Check?

-Individual Reading (Remote)
-Consensus
-Panel review
Proposal Evaluation Form

EUROPEAN COMMISSION
Horizon 2020 - Research and Innovation Framework Programme

Evaluation Summary Report - Research and Innovation actions/Innovation actions

Call: H2020-EURO-SOCIETY-2014
Funding scheme: Research and Innovation action
Proposal number: 
Proposal acronym: 
Duration (months): 36
Proposal title: EURO-3-2014
Activity: 

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Abstract:

Evaluation Result:
Total score: 14.00 (Threshold: 10.00)

More information

SCORING
Criterion 1 - Excellence

Score: **5.00** (Threshold: 3.00/5.00, Weight: 100.00%)

Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme. If a proposal is partly out of scope, this must be reflected in the scoring, and explained in the comments.
- Clarity and pertinence of the objectives
- Credibility of the proposed approach
- Soundness of the concept, including trans-disciplinary considerations, where relevant
- Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground-breaking objectives, novel concepts and approaches)

The proposal states very clear objectives that fit very well with the Call. While the proposal is very focused on social/economic impact assessment of long term care of elderly in times of crisis, this was not constricted as narrow as this is one of most pressing challenges faced by contemporary welfare systems affecting both users and carers. This large consortium presented a convincing transdisciplinary approach (involving economists, social scientists and lawyers), anchored in literature on welfare states and political economy. The proposal paid insufficient attention to established critiques of existing use of SROI, but altogether this was one of the most professionally developed and produced proposals.

Criterion 2 - Impact

Score: **4.50** (Threshold: 3.00/5.00, Weight: 100.00%)

Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:
- The expected impacts listed in the work programme under the relevant topic
- Enhancing innovation capacity and integration of new knowledge
- Any other environmental and socially important impacts
- Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant

The proposal has great potential for innovation in this key social challenge. A strong evidence base will help to inform evidence-based policy making. The consortium already has strong networks with stakeholders and a detailed and strong track record on dissemination and realistic challenges of engaging with stakeholders. The proposal presented detailed and clear plans for widespread dissemination, though its stated plans for academic publications were considered quite modest.

Criterion 3 - Quality and efficiency of the implementation

Score: **4.50** (Threshold: 3.00/5.00, Weight: 100.00%)

Note: The following aspects will be taken into account:
- Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources
- Complementarity of the participants within the consortium (when relevant)
- Appropriateness of the management structures and procedures, including risk and innovation management

The work plan and management procedures were presented in a very detailed and clear manner, evidently based on extensive previous experience and a strong track record. Plans to outsource project management promise to ensure effective program delivery, but this is achieved at a high cost (via external organisations). While the proposal paid excellent attention to risk, it would have benefited, nonetheless, from greater specification of its research methods.
Register as an Expert

Appropriately qualified individuals may apply to work as experts in H2020 evaluations

- Application via Participant Portal

Selection per call to ensure broad ranging and expert group; avoiding conflicts of interest

Call for experts planned for November
From the idea to the project

- Idea
- Partner
- Writing the proposal
- Invio
- Valutazione
- Sign the contract

- Within 8 months
- No negotiation
- Consortium Agreement
- Sign the contract with the EC
Process to grant and signature of GA

A maximum Time To Grant of 8 months

5 months
for informing all applicants on scientific evaluation

3 months
for signature of GA

Remarks:

• no changes of the composition of the consortium (removal or substitution needs to be duly justified) before signature of the grant agreement
• No provision for competitive call in order to include new beneficiaries
Consortium

- Coordinator = principal point of contact with EU
- Consortium agreement
  - compulsory (exception: see WP)
  - Rights and obligations
  - Internal organisation
  - Distribution of EU funding
  - IPR provisions
  - Internal disputes
  - Liability, confidentiality, indemnification
Structuring the project idea

TIPS & Tricks
ESTIMATION OF EFFORTS

EC SURVEY ON ADMINISTRATIVE COSTS FOR MANAGING FP7 GRANTS

- Average time to find a suitable call for proposal: **10 hours** but 1 hour (or less) for experienced participants

- Average time to build partnership: **16 hours** per partner + meetings (if relevant) except when continuation of a previous project

- Average time coordinators spend to write the proposal: **190 hours**, depending on experience and project size
STARTING

Your **IDEA** must be innovative

Patent databases
ex. [http://it.espacenet.com](http://it.espacenet.com)

IPR helpdesk
[www.ipr-helpdesk.org](http://www.ipr-helpdesk.org)

Previously funded projects FP7
Outline idea

Describe on 1/2 page the following

– What is the problem?
– What are the goals?
– What is your innovative solution?
Brainstorming your Idea

- What can I **OFFER** to a European project?
- Should I discuss the idea with the NCP?
- Do I have the necessary time to prepare the proposal?
- Is the organisation supporting me?
Fitting H2020

EU programmes

H2020

Societal Challenge

Topic

PROJECT IDEA
Structuring a project

- **WHY?** Objectives
- **HOW?** Activities
- **WHO?** Responsibilities
- **WHERE?** Locations
- **WHAT?** Results
- **WHEN?** Planning
WHY?

Define the objectives in the European political contest

- **General Objectives**
  - Long term: beyond the duration of the project
  - Improve, strengthen, facilitate, realize ...

- **Specific Objectives**
  - To be realized during the project implementation
  - Testing, pilot plant, develop new knowledge, ...
General Objectives

Organisations

Enhancement / Profit!

- Improving profit
- Enhancing innovation
- Improving efficiency
- Cost reduction
- Train the staff
- Strengthen the image
- Enter new market

European Union

Policies of the Community!

- generate growth
- job creation
- protecting the environment
- Creating industrial leadership
- move towards a low-carbon economy
- investing in skills & training
- modernising labour markets and welfare systems
- Increase the competitiveness of EU

Translate your own objectives into the political objectives of the EC
Specific Objectives - SMART

Specific

Measurable

Achievable

Time

Realistic
General vs Specific

**General objectives** are broad and long-term. **Specific objectives** are short term and narrow in focus. The general objective is met through accomplishing each of the specific objectives.

<table>
<thead>
<tr>
<th>Meaning:</th>
<th>General Objective</th>
<th>Specific Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The purpose toward which an endeavor is directed.</td>
<td>Something that one's efforts or actions are intended to attain or accomplish; purpose; target.</td>
</tr>
<tr>
<td>Example:</td>
<td>I want to achieve success in the field of genetic research and do what no one has ever done.</td>
<td>I want to complete this thesis on genetic research by the end of this month.</td>
</tr>
<tr>
<td>Action:</td>
<td>Generic action, or better still, an outcome toward which we strive</td>
<td>Specific action - the objective supports attainment of the associated goal.</td>
</tr>
<tr>
<td>Measure:</td>
<td>Goals may not be strictly measurable or tangible.</td>
<td>Must be measurable and tangible.</td>
</tr>
<tr>
<td>Time frame:</td>
<td>Longer term</td>
<td>Mid to short term</td>
</tr>
</tbody>
</table>
HOW?

Identifying the main activities

- Work Breakdown Structure (WBS)
  - Work Packages (WP)
  - Tasks (T)

Management basis (monitoring)

- Simplifying the project execution
- Larger tasks are broken down to manageable sections of work. These sections can be easily supervised and estimated.
Work Breakdown Structure

*Decomposition of a project into smaller components.* It defines and groups a project's discrete work elements in a way that helps organize and define the total work scope of the project.

WBS is developed by starting with the end objective and successively subdividing it into *manageable components* in terms of size, duration and responsibility (e.g. tasks, subtasks and work packages) which include *all steps* necessary to achieve the objective.
Work Breakdown Structure

Conference

Speakers
- Decide topics
- Decide speakers
- Brief speakers

Venue
- Decide venue
- Book venue

Marketing
- Decide flyers
- Print flyers
- Mail flyers
- Send email reminders

Registration
- Create register
- Register applicants
- Send confirmation
- Obtain approval from committee
- Balance accounts

@APRE 2013
WHO?

- **Principal partners**
  - each partner has a clearly defined role
  - Link the activities and results to project partners
  - Complementarity
  - Different types

- **Involvement of external stakeholders**
  - Users: Evaluation Committee
  - Advisory committee (scientific, IPR, gender, exploitation, etc.)
You are only part of the puzzle

Always look for

**Balance, Complementarity, Excellence, Commitment**

Create your consortium in line with the project objectives
Roles in the project

**Official roles**
- Coordinator
- Partner

**Practical roles**
- Technology/solution
- Developer
- End user
- Training specialist
- Project manager
- Dissemination expert
- ..
WHERE?

- Principal partners
  - Europe and beyond
  - Topic/Idea based
  - Best vs Worst place to test the technology (pilot plant)
  - Object/Objective of the study
WHAT?

- **Main result**
  - Primary goals to realise the project objective
  - May be composed of multiple smaller deliverables

- **Detailed results**
  - Intermediary results necessary for the achievement of the main results *(deliverables)*
  - Used for monitoring the project implementation
  - Tangible or intangible object
    - Tangible: prototype of platform, software, publications, ...
    - Intangible: new knowledge (in report), proven added value, ...

- **Deliverable**
  - Outcome or output

QUANTIFY E QUALIFY!
Milestones

Are **control points** where decisions are needed with regard to the next stage of the project.

For example, a milestone may occur when a major result has been achieved, if its successful attainment is required for the next phase of work.

Another example would be a point when the consortium must decide which of several technologies to adopt for further development.
Deliverable vs Milestone

A **milestone** is a measurement of progress toward an output whereas the **deliverable** is the result of the process.

**Milestones** can be put before the end of a phase so that corrective actions can be taken, if problems arise, and the **deliverable** can be completed on time.
WHEN?

- **Project scheduling**

  Gantt charts illustrate the start and finish dates of the terminal elements of a project. Terminal elements comprise the work breakdown structure of the project. It shows you what has to be done (the activities) and when (the schedule).
Gantt Chart

1. What the various activities are
2. When each activity begins and ends
3. How long each activity is scheduled to last
4. Where activities overlap with other activities, and by how much
5. The start and end date of the whole project

- show the dependency (i.e. precedence network) relationships between activities
- can be used to show current schedule status using percent-complete shadings
- Control point in the time schedule
1. explicitly defines and makes visible dependencies (precedence relationships) between the work breakdown structure elements
2. facilitates identification of the critical path and makes this visible
3. reduces overlapping of activities and tasks
"Five Ws and One H" problem solving method is also called as the "Kipling Method“

- Helpful when you need to see the problem from different perspectives or when you would like to generate ideas
- Useful in the process of selecting ideas for further development
- Give a deeper understanding
YOUNG-3-2015: Lifelong learning for young adults: better policies for growth and inclusion in Europe

Specific challenge: It is obvious that investing appropriately in lifelong learning will contribute to overcoming the economic and social crisis and meeting the Europe 2020 targets on employment, poverty reduction, education, sustainability, innovation. The need and markets for adult education (after initial education and training) are thus likely to rise in the coming years. However, despite sustained attention over the years, adult education in Europe remains inadequate. Firstly, it is now well documented that those who are more in need of adult education, such as young, unemployed, low skilled, disabled and vulnerable workers, actually benefit less from adult education opportunities than other more advantaged groups. Secondly, the costs of adult education are footed largely by enterprises and individuals/families while the public resources invested are largely less than the private ones: this fragmentation actually shows the persistent weakness and ineffectiveness of adult education policies.

In this context, it is important to review thoroughly the situation of adult education in Europe and look for ways to take the most out of the numerous initiatives taken by a large number of often isolated actors. Such policy and programme learning should as a priority address young people, in particular those with low levels of basic and functional literacy, those not in education or training or those in situations of near social exclusion, who could be helped much more effectively if adequate adult education policies were designed.

Scope: The research will address adult education in general (for all ages), with a specific focus on young adults and vulnerable groups (from an indicative age of 18 and after leaving initial education and training) after entry into working life. It will consider the complementarity between public policies and dynamics of private markets in the EU market and will analyse actors, dynamics, trends, mismatches and overlaps. A historical perspective on lifelong learning (e.g. in the 19th century urban areas) will add to a comprehensive analysis.

The research will identify successful programmes which are demonstrating to improve learning outcomes, particularly those reaching out to young adults at risk of social exclusion and other vulnerable groups, and address their transferability to other countries/regions. Diversity issues (gender, culture, ethnicity, language etc.) should be considered as well.

The research will also address the learning potential and innovation ability in workplaces (organisational models that favour innovation ability and innovative oriented training) and the effectiveness of learning actions.

The action should help to set-up a cooperation mechanism between the various agencies doing research and collecting data at international and European level for developing synergies and avoiding overlaps. It will reflect on existing taxonomies and indicators and on their appropriateness to sustain European strategies. It will investigate the feasibility and possibly...
develop an Intelligent Decision Support System (policy making modelling) for simplifying the access to information and support policy making in the different phases of the policy cycle. It will develop a systematic impact analysis of adult and continuing education policies linking it to forecasts for demand of skills in the future.

The Commission considers that proposals requesting a contribution from the EU of between EUR 1.5 and 2.5 million would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

**Expected impact:** The research will harvest the potential of existing and generate new scientific knowledge in order to create synergies and cooperation amongst the main international and European actors collecting data and doing research in the field in order to compare and analyse adult education across Europe.

An ‘Intelligent Decision Information System’ will facilitate the access to scientific evidence for policy making so to support them in correcting the distortion of the adult education and continuing training market, show how to reduce barriers that hamper access to opportunities for various levels of population and locations, identify appropriate financial measures for supporting individuals and companies, ensuring an effective and fair distribution of resources, reduce mismanagement and corruption. The analysis of the past and current policies impact will be linked to forecasts for demand of skills in the future.

The research will advance knowledge on specific aspects linked to adult education such as specific policies and programmes for young people that have demonstrated an improvement of their labour insertion and reduced their risk of social exclusion, organisational models encouraging innovation in the companies, application of various psychological and behavioural sciences outcomes to adult education, transmission of skills and knowledge between workers, informal learning and the efficiency of private markets. In essence knowledge gained will be useful to reduce the deprived situation of most vulnerable groups that are normally less involved in adult education.

**Type of action:** Research and innovation actions

*The conditions for this topic are provided at the end of this call and in the General Annexes.*
Structuring the project

Specific Challenge → General Objective
Structuring the project

Specific Challenge → General Objective

Scope → Specific Objectives → Planning the activities → Work packages → Results→ Deliverable
(report, events, website, surveys, ..)
Dal topic al progetto

Specific Challenge -> General Objective

Scope -> Specific Objectives

Planning the activities -> Work package

Expected impact

Expected results short/long period

Reccomendations for policy makers, reports...

Results-> Deliverable (report, events, website, surveys, ..)
General Objectives
Long term: beyond the duration of the project
*Improve, strenght, facilitate, realize* ...
Main results
Primary goals to realise the project objectives

Detailed results
- Intermediary results necessary for the achievement of the main results (deliverables)
- Used for monitoring the project implementation
- Material: prototype of platform, software, publications, report...
- Immaterial: new knowledge (in report), proven added value ....
Thank you for your attention!!

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