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Centre Tecnològic de Catalunya

Keys aspects for success

H2020 proposal preparation workshop

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European Programmes

About this seminar

From the call to the work plan

"Inspiration is the windfall from hard work and focus. Muses are too unreliable to keep on the payroll."

Helen Hanson

Bestselling author of tech-bent thrillers. Computer scientist. Worked in high-tech semiconductors, videogames, software and computer companies.

- H2020 basics
- Call for proposals
- Concept & consortium
- Narrative

The H2020 basics

What is Horizon 2020?

A research and innovation strategy for achieving a **political and economical agenda**.

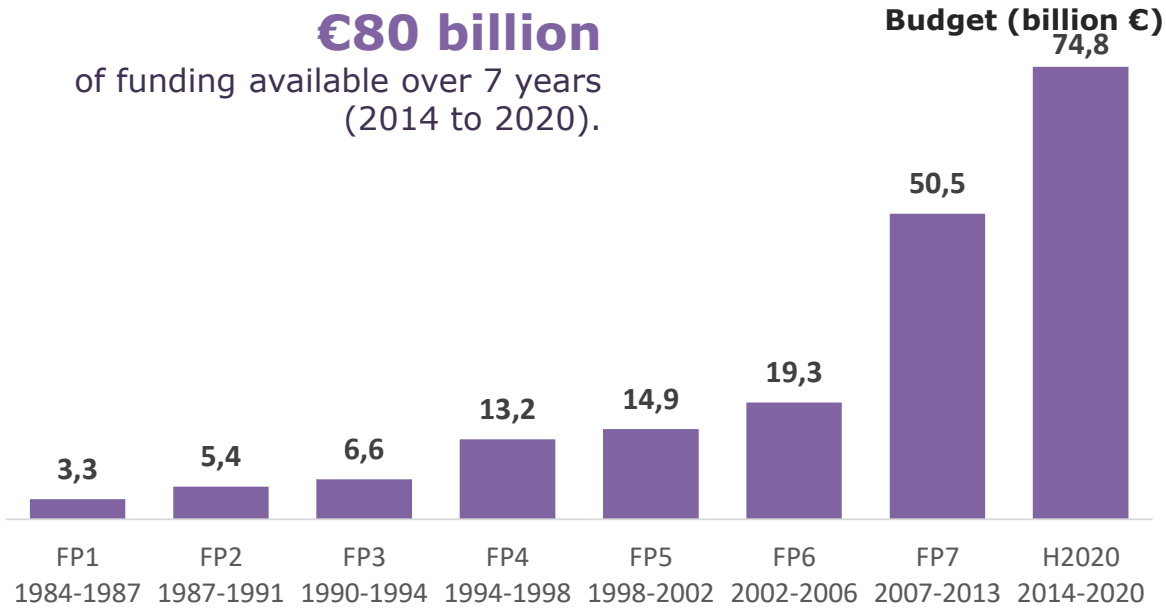
Horizon 2020 is the financial instrument implementing the **Innovation Union, a Europe 2020 flagship initiative** aimed at securing Europe's global competitiveness.

Horizon 2020 has been adopted by decision of the **European Parliament and the Council of the EU**, using the ordinary legislative procedure.

Horizon 2020 is managed by the **Directorate-General for Research and Innovation (DG RTD)**, and the budget is implemented in collaboration with:

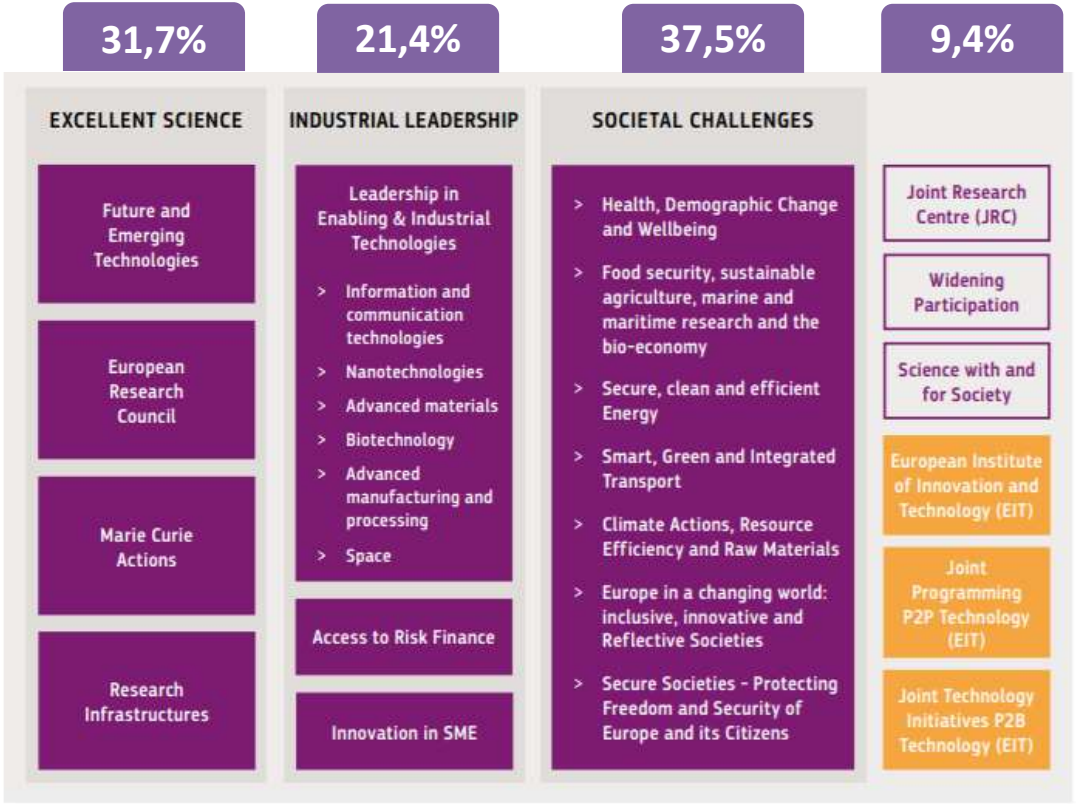
DG CNECT · DG EAC · DG ENER · DG GROWTH · DG MOVE · DG HOME · DG AGRI · JRC

€80 billion
of funding available over 7 years (2014 to 2020).



H2020 pillars

A structure for satisfying the research and innovation agenda



H2020 specific objectives

1. To strengthen the EU's science base;
2. To boost the technological leadership and innovation capability of the private sector;
3. To address the contribution of research and innovation to tackling societal challenges.

Each pillar is composed multiannual, thematic work programs.

H2020 timeline

And what will come after

Multiannual work programs:

2014-2015 | 2016-2017 | 2018-2019 | 2020

Youngling
We are all newbies. New rules, new spirit, new evaluation criteria…

Padawan
We are learning to manage in the new program.

Jedi Knight
We are all getting good at it! Competence is fierce.

Jedi masters
Just when we master the craft…

H2020 Facts & figures

Budget execution

- **48,75 billion €** allocated to 26,683 projects
- **1,83 M€** average contribution per project

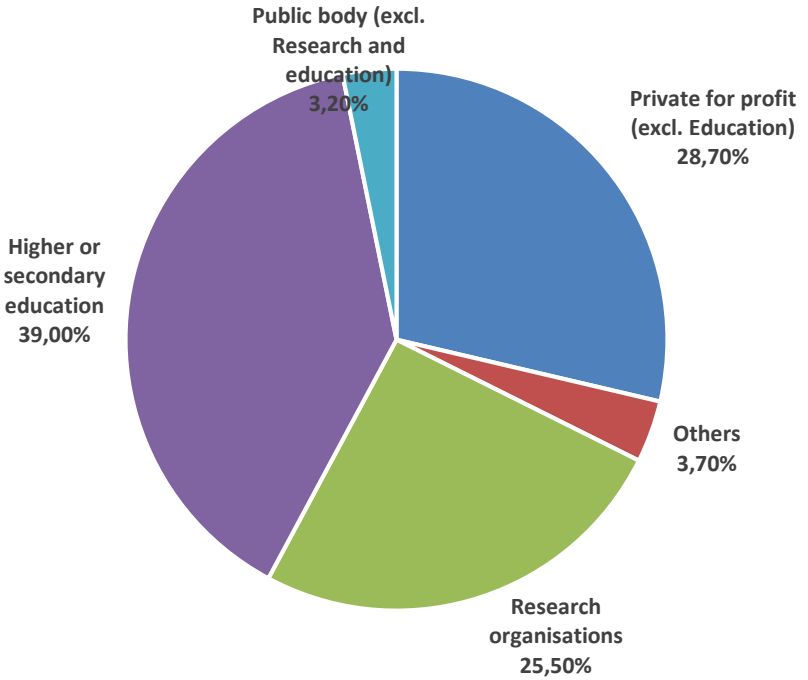
More competitive

- **11,94%** success rate (21,8% in FP7)

Still unequal

- Participants from five countries received **55 %** of the total funding (DE, UK, FR, ES, IT).
- (interim evaluation) EU-15 countries received **88,5%** of funding
- (interim evaluation) EU-13 countries received **4,4 %** of funding

H2020 key players (type of organisations)



H2020 actions

Types of projects

Collaborative projects

Research and innovation actions

Innovation actions

Coordination and support actions

Career & mobility

ERC frontier research grants

Support to training, mobility and career development (MSCA)

Close-to-market

SME instrument

Fast track Innovation

Other

- ERA-NET
- Pre-Commercial procurement
- Prizes
- Public procurement of Innovative solutions

H2020 actions

Collaborative projects

Research and innovation actions

- Establish **new knowledge** and/or to **explore the feasibility** of a new or improved technology, product, process, service or solution.
- **Basic and applied research, technology development and integration**, testing and validation on a small-scale prototype in a **laboratory or simulated environment.**
- Limited demonstration or pilot to show **technical feasibility in a near to operational environment**.

Proportion (research-innovation)

80-20 20-80

Duration (months)

~36-42 ~30-36

Results (TRL)

4-5 7-8

Innovation actions

- Activities directly aiming at producing plans and arrangements or designs for **new, altered or improved products, processes or services**.
- Prototyping, testing, demonstrating, piloting.
- Large-scale **product validation and market replication.**

Part I. The call for proposals

Elements of a call for proposals (1/4)

How to read the topic and what to look for

TOPIC : Cybersecurity PPP: Privacy, Data Protection, Digital Identities

Topic identifier:	DS-08-2017		
Publication date:	14 October 2015		
Types of action:	IA Innovation action		
DeadlineModel:	single-stage	**Deadline:**	24 August 2017 17:00:00
Opening date:	01 March 2017		

Time Zone : (Brussels time)

Horizon 2020 H2020 website
Pillar: Societal Challenges
Work Programme Year: H2020-2016-2017
Work Programme Part: Secure societies – Protecting freedom and security of Europe and its citizens
Call : H2020-DS-2016-2017 Call budget overview

Information on each topic and call is publicly available at the **Research Participant Portal!**

Basic information

- Open at least 5 months before deadline.
- There are two types of submission (single or two-stage)

Context

- Read the introductions to the relevant Pillar and WP (identify the motivation and the political or economical agenda)

Budget

- Check the budget allocation to estimate how many projects they will fund.

Elements of a call for proposals (2/4)

How to read the topic and what to look for

Topic Description

Specific Challenge:

1 The use of modern telecommunications and on-line services involve users' personal information.. For example, using search engines exposes the query terms used, which can be both sensitive and identifying, as illustrated by the exposure of search terms; social networking services expect users to reveal their social connections, messages and preferences, that could lead to direct privacy violation if exposed. Browsing the web also leaves traces of where users have gone, their interests, and their actions - meta-data that can be used to profile individuals.

2 The implementation the draft General Data Protection Regulation (GDPR - currently in the law-making process) presents both technological as well as organisational challenges for organisations which have to implement novelties such as the right to data portability, the right to be forgotten, data protection impact assessments and the various implementations of the principle of accountability.

3 Many services on the Internet depend on the availability of secure digital identities which play a crucial role in safeguarding the data and privacy of citizens as well as protecting them and other actors such as private companies or public services form various online threats. At the same time, many European countries already have or are in the process of developing an electronic identity (eID) scheme. Most of these projects are built to be at a very high security level, which makes them very suitable for diverse eGovernment processes. But in turn they may lack usability for commercial applications.

Specific challenge

- It frames the problem(s) –three problems here
- Refers to relevant policy, regulatory or standardization initiatives
- Hints key areas of intervention and improvement

Mind the **keywords**!

Go check concepts to make sure you are aligned with EC's definition

Elements of a call for proposals (3/4)

Scope:

Innovation Actions: Proposals may cover one of the strands identified below.

Privacy-enhancing Technologies (PET) **1**

Novel designs and tools to provide users with the functionality they require without exposing any more information than necessary, and without losing control over their data, to any third parties. PET should be available in a broad spectrum of products and services, with usable, friendly and accessible safeguards options. PET should be developed having also cost effective solutions.

Comprehensive and consistent Privacy Risks Management Framework should be available, in order to allow people to understand their privacy exposure (i.e. helping people to understand what happens to their data when they go online, use social networks etc).

Open source and externally auditable solutions are encouraged in order to maximise uptake and increase the trustworthiness of proposed solutions.

General Data Protection Regulation in practice **2**

Tools and methods to assist organisations to implement the GDPR taking into account the final provisions of GDPR and guidance from relevant authorities (Data Protection Authorities, Art 29 WP or its successor).

Proposals may also address the need to provide support (procedures, tools) for entities to understand how to operate without requiring unnecessary information (so as to promote privacy respecting practices), in particular when the issue is mainly related to the fact that organizations (businesses, service providers, and government agencies) often require too much information from their target customer/user.

Secure digital identities **3**

With a view to reducing identity fraud while protecting the privacy of citizens, proposals should develop innovative, secure and privacy enhancing digital identity platforms beyond national eID systems.

Activities may leverage existing European electronic identification and authentication platforms with clearly defined interfaces based on the General Data Protection Regulation (GDPR).

Proposals may:

- Leverage evidence-based identities (using adequate correlation of multiple soft proofs of identity, as opposed to the usage of a central register);
- Provide a function for so called "qualified anonymity", which means, that the online service does not have any information about the user but a pseudonym. The real identity of the user can only be revealed under specific conditions such as at the request of legal authorities;
- Consider cost-effective and user-friendly verification methods for mobile identity documents.

(cont.)

How to read the topic and what to look for

The scope is the **mandate**!

- Whenever there is a list of items, check if you need to comply with all or not.
- Attention to the “should”, the “may” and the “are encouraged”. If possible, satisfy them all with your proposal.
- Again, references to policy or regulatory initiatives: consider inviting entities representing or enforcing such initiatives (e.g. National Data protection agencies).
- Attention to given assumptions.
- Attention to requirements that need to be substantiated and demonstrated as part of the work plan.

Elements of a call for proposals (4/4)

How to read the topic and what to look for

Scope: (cont.)

For all strands, proposals should identify and address the societal and ethical dimensions of the strand they choose to cover taking into consideration the possibly divergent perspectives of pertinent stakeholders.

Proposals have to address the specific needs of the end-user, private and public security end users alike. Proposals are encouraged to include public security end-users and/or private end users.

The Commission considers that proposals requesting a contribution from the EU between EUR 2 and 3 million would allow these areas to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

The outcome of the proposals is expected to lead to development up to Technology Readiness Level (TRL) 6 to 7; please see part G of the General Annexes.

Expected Impact:

- Support for Fundamental Rights in Digital Society.
- Increased Trust and Confidence in the Digital Single Market
- Increase in the use of privacy-by-design principles in ICT systems and services

Cross-cutting Priorities:

Open Innovation
Socio-economic science and humanities

It is never just about **technology**!

- Non-technical or *soft* domains are not to be neglected; they should be included with due rigor and relevance.
- Involve end-users and stakeholders from the start.
- Keep your proposal aligned with the suggested dimensions and scope of the project.

It is all about the **impact**!

- The results of your project (outputs) should generate changes (outcomes) that contribute to the expected impact of the topic.
- **This should be explainable and measurable in a straightforward way.**

H2020 cross-cutting issues

As if it was not complicated enough

Social Sciences & Humanities

Take into account the **social, economic, behavioral, institutional, historical and/or cultural dimensions** of a societal issue. Ensuring:

- contributions from the **SSH are integrated at various stages** of their proposed project, and
- the **added value of SSH contributions are clearly stated in the proposal**.

Ethics

Consideration of ethical issues of the proposal, following the Ethics self-assessment procedure.

Gender

- **Human resources**: balance between women and men in the research teams and boards.
- **Content:** analyzing and taking into account the possible differences in the research and innovation content of your project.

Open access & Data management

- Obligation to ensure **open access to all peer-reviewed scientific publications** relating to its results.
- **Open access to research data**, where opt-outs are possible, and research data management. Research data is information collected or generated to serve as a basis for reasoning, discussion or calculation.

International cooperation · Climate action & Sustainable development · SMEs · ERA-NETs · Links to regional policy · Intellectual property · Innovation procurement

Part II. Concept & Consortium

Developing the project concept

The process

The starting point

Background knowledge and technology: TRLs and IPR clearly identified (including freedom to operate).

The conception

An intuition on how to extend/improve own background and assets within topic limitations and opportunities. Does it make sense? Is it important and useful for us? Do we have the resources, time, energy and competences?

The distilling

Identification of expertise gaps. Definition of possible applications and use cases. Identification of end-users and key stakeholders. What kind of partners do we need?

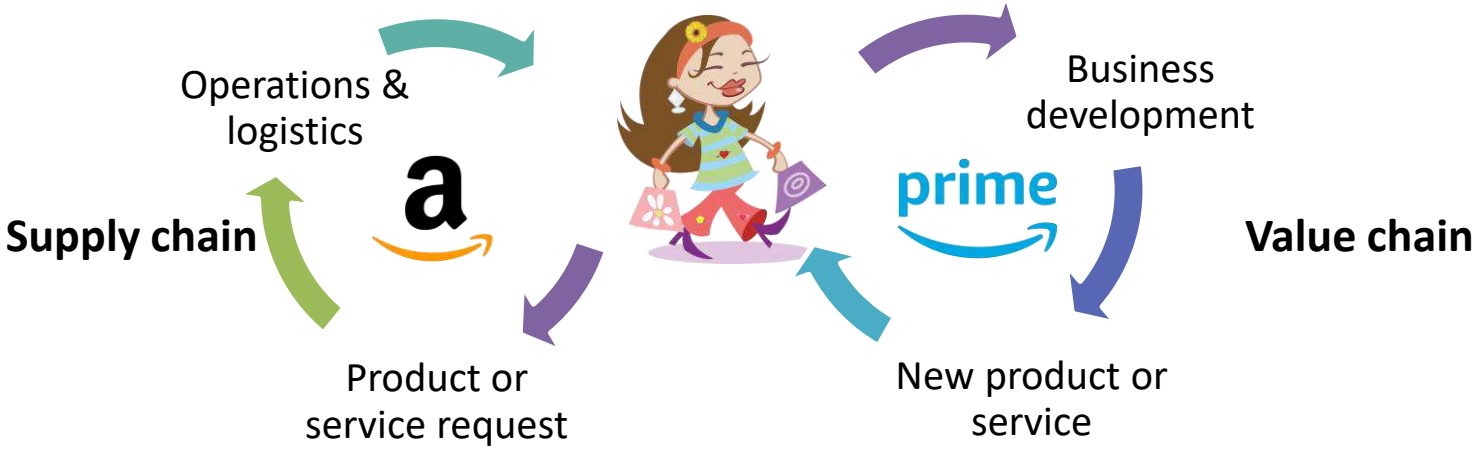
The belief system

Question your idea, develop a belief system and stick to it! Why bother? Why it is important at EU level? Is there already a product or service available? Why now? Why you?

Negotiating the idea (1/2)

Or how to reduce complexity while keeping it in scope

- **Align own interests,** including core activities and technology advances.
- **Focalize** on solving **actual problems or challenges** as described by the call, and by actual target users and stakeholders in the **application domain**.
- **Provide solution** that generates most value from available time and budget:
  - Addresses pervasive, continuous, widespread problem.
  - Solution is replicable, scalable, etc.
  - Improves the whole supply or value chain.



Holograms that react to movement. Nutrispoon will **make your baby's jaw drop** […] feeding your baby will not be a daily struggle anymore.

March 2018

Atendiendo a los comentarios recibidos acerca de "Nutrispoon", hemos tomado la decisión de retirar el vídeo. El objetivo que perseguíamos con esta acción no ha sido bien transmitido en esta comunicación y por ello vamos a retirarlo. Aprovechamos para indicar una vez más que la intención de esta campaña nunca ha sido comercializar la cuchara "Nutrispoon", por lo que nunca ha estado ni estará a la venta. Lamentamos la polémica generada.

Nutriben
@FamiliaNutriben

Comunicado oficial de la marca:

16:16 - 11 mar. 2018

♡ 4 Ver los otros Tweets de Nutriben

"We decided to retire the video"

"The intended objective of this action was not well communicated"

"We never intended to sell the Nutrispoon".

"We are sorry for the controversy"

useful **adjective**
use·ful | \ ˈyüs-fəl

1: capable of being put to use
especially : serviceable for an end or purpose
//*useful* tool.
2: : of a valuable or productive kind
//do something *useful* with your life

Merriam Webster dictionary

Engage the users (all of them) throughout the project!

- Let actual **users and stakeholders describe with their own words the problems and challenges they face,** and their possible solutions.
- Create **solutions for non-existent problems** or problems that are not well understood.

acceptable **adjective**
ac·cept·able | \ ik-ˈsep-tə-bəl, ak- also ek- \

1: capable or worthy of being accepted
// an *acceptable* noise level
// socially *acceptable* behavior
// a compromise that is *acceptable* to both sides

Merriam Webster dictionary

Mind context and implications of every single design decision!

Let users and stakeholders question your developments as it progresses, so that they can timely point out any potential barrier for uptake.

Neglect or disregard **<u>disadvantages outweighing benefits.</u>**

meaningful **adjective**
mean·ing·ful | \ ˈmē-niŋ-fəl \

1a: having a meaning or purpose
//The tests did not produce any *meaningful* results.
b: full of meaning **:** SIGNIFICANT
//a *meaningful* life
//a *meaningful* relationship

Merriam Webster dictionary

Consider the needs, experiences and expectations of all your target users and stakeholders!

- ✓ Ask users what **they need**, and also what **they'd prefer and hope** for. **Build scenarios, ask *what if* questions**, and incorporate feedback in design and development.
- ✗ Drive **user requirement gathering strategy exclusively from a technological perspective**.

Involve the experts

They have been doing this forever

What to ask? To whom?
What are the contexts and implications?
How to anticipate and integrate?

Social sciences and humanities: Psychology, Sociology, Linguistics, Education, Economics, Politics, Ethics, Etc.

Civic or social innovation groups: Communities of users and citizens exploiting collective intelligence for social good and problem solving.

Product or industrial designers: Experts in making designs decisions that anticipates and mitigates uptake barriers.

Other technology fields: computational social sciences, UI/UX, accessibility, etc.

Negotiating the consortium

Some hints

Core consortium

Group of partners without which you would not be able to carry out the project. **If any of them leaves, your project is at risk.**

- Cover critical, mandatory and/or specific roles and activities.
- Difficult to replace.
- Special eligibility criteria (e.g.LEAs)

Eligible

Complies with minimum eligibility criteria, including diversity of countries.

Balanced

Different types of organizations (SMEs, HEIs, RTOs, PAs, NGOs), balanced roles and responsibilities.

Interdisciplinary

Covers all necessary expertise areas (from technology, social sciences, users, exploitation, etc.)

Committed

The proposal is aligned with their long term research/product roadmap.

Complementary

Little overlapping in tasks, yet far-reaching in (comparable) validation.

Ethical

Proactive in ethical issues (equal opportunities, ethical research, etc.)

Key roles

Coordinator

Admin & technical coordination

Technology experts

SW, HW, techniques, etc.

SSH experts

Framework, user studies, evaluation, impact.

Pilot sites

Customers, beneficiaries, end-users

Exploitation partner(s)

Takes results to market

Other stakeholders

Policy, industrial, academic

Outreach and impact

Dissemination & communication
Data management
Innovation & exploitation
Ethics & data protection

The concept note

Writing down ideas so that you can share them

Background or motivation	Build on and further elaborate on the initial problem framed by the call. Make sure that you lay the grounds that justify the approach you are taking.
Purpose	Describe what is the change that you expect in the target group's situation; the reason why your project is developed. The scope of the project is defined by the purpose: who will benefit ; what is the time-frame; what is the area of intervention.
Objectives	Define the specific objectives of the project → these should straightforwardly relate to the project outputs.
Approach	Describe briefly how expertise domains will interact to achieve the purpose and objectives of the project (e.g. interdisciplinary, intensive end-user involvement, etc.). You may deduce an initial WP list.
Conceptual consortium	Characterize the sought partners for their expertise and role in the project. Mind the eligibility criteria (e.g. number of MS), and make sure there is diversity in types of organizations (e.g., SMEs, HEIS, large companies, NGOs, etc.)

Partners vs people

The most annoying personalities in EU proposals and projects

The know-it-all

She thinks she is always right. She loves to say "That will not work" but then will not elaborate. Let them learn the hard way!

He's a genius. A bit condescending and offensive, but we are not here to make friends, are we?

Unconditional

Motivated and the energetic. Accepts every challenge and task, if that's what the coordinator wants... or anybody else wants. Any idea is a great idea!

Risk averse

He never commits until everyone else has committed their parts. Sure this often generates "chicken and egg" dilemmas, but that's not really his problem.

They like comfort zones. A little push in the boundaries should be enough – there's no need to get into a dark cave every time.

You know nothing

He is well intended, but not in charge. He needs to double-check before committing to anything.

She has so many things going on that she can barely keep track of herself. So she just keeps on going with the flow, providing bits of inputs here and there, hoping that will be enough.

Ghosts

She appears and disappears at will. Sometimes a friendly ghost, sometimes comes back to haunt.

There was a time when he was young, motivated and excellent in his field. Published a lot and everybody wanted to work with him. Now he is living off of past glory, and behaves accordingly.

Part III. Narrative

H2020 Evaluation (1/2)

The process and key instructions

The process (Approx. 5 months)

Receipt of proposals → Individual evaluation → Consensus group → Panel review → Finalization

Greater emphasis on impact, through 'Expected impact statements'

Interdisciplinarity to tackle challenges

Balanced approach to research and innovation

More emphasis on innovation!

- **Non-technological, social innovation and activities closer to the market** are supported.
- Emphasis on **participatory approaches and involvement of users and stakeholders.**
- **Support to demand side approaches** (standardization, innovation procurement, user-centred measures …) to help accelerate deployment and diffusion of results.

H2020 Evaluation (2/2)

Criteria for each section: RIAs & IAs

Excellence (5/15)

- **Clarity and pertinence** of the objectives
- **Soundness** of the concept, and **credibility** of the proposed methodology
- **Extent** that proposed work is beyond SotA, and **demonstrates** innovation potential
- Appropriate consideration of **interdisciplinary approaches** and, where relevant, **use of stakeholder knowledge.**

Impact (5/15)*

- The **expected impacts** listed in the topic
- Any **other substantial impacts** not mentioned in the WP.
- **Quality** of proposed measures to **exploit** and **disseminate** project results (IPR, Data); **communicate** the project activities to **different target audiences.**

* For Innovation actions (...), to determine the ranking, the score for the criterion 'impact' will be given a weight of 1.5.

Implementation (5/15)

- **Quality and effectiveness of the work plan**, including extent to which resources assigned in WP are in line with objectives/deliverables.
- **Appropriateness of MGT** structures and procedures, including **risk and innovation management.**
- **Complementarity** of the participants.
- **Appropriateness of allocation of tasks**, **partner's valid role and adequate resources.**

Five parts of a whole

The official template table of contents

1. EXCELLENCE
- 1.1 Objectives
- 1.2 Relation to the work programme
- 1.3 Concept and methodology
- 1.4 Ambition

2. IMPACT
- 2.1 Expected impacts
- 2.2 Measures to maximise 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

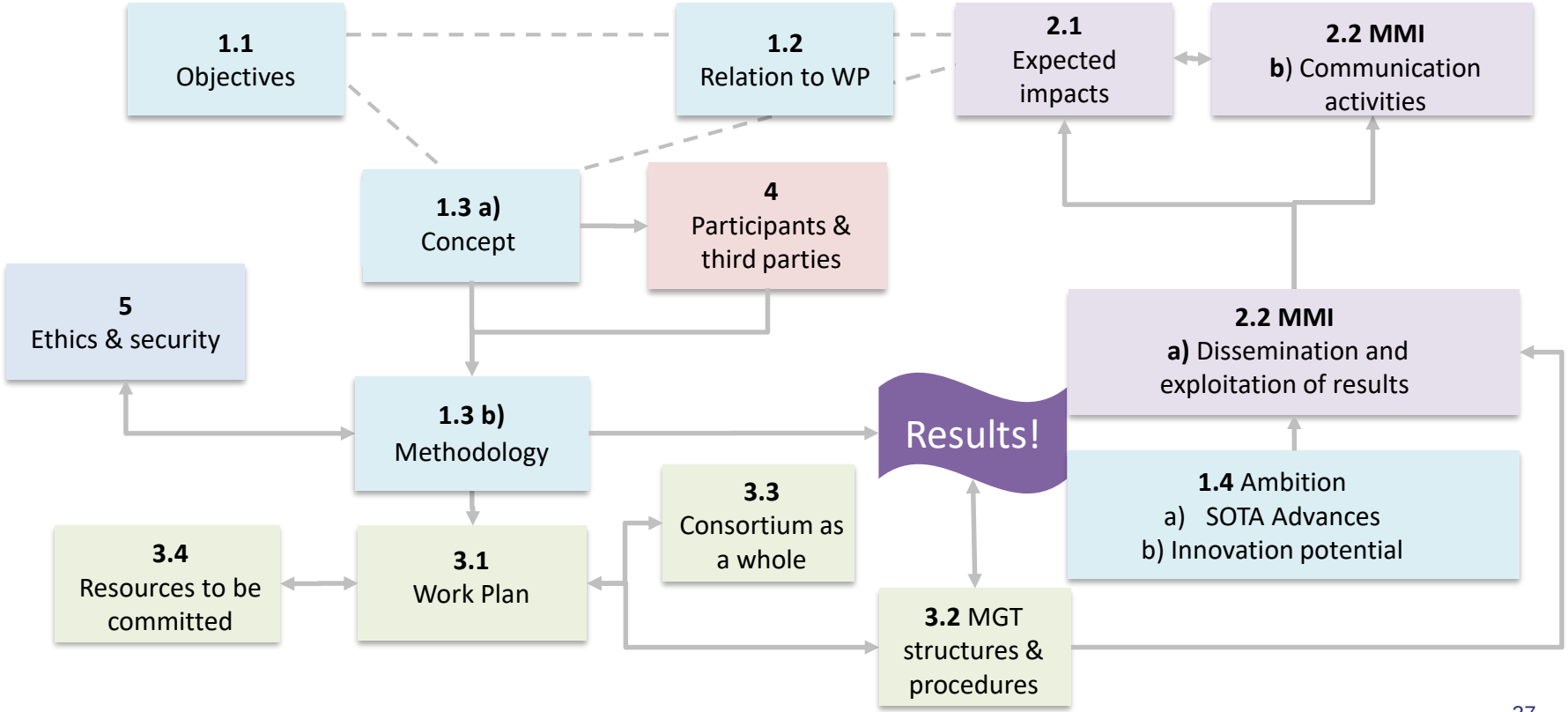
4. MEMBERS OF THE CONSORTIUM

5. ETHICS AND SECURITY

* Some calls –such as in Digital security- have split section 5, into **5. Ethics and societal impact** and **6. Security.**

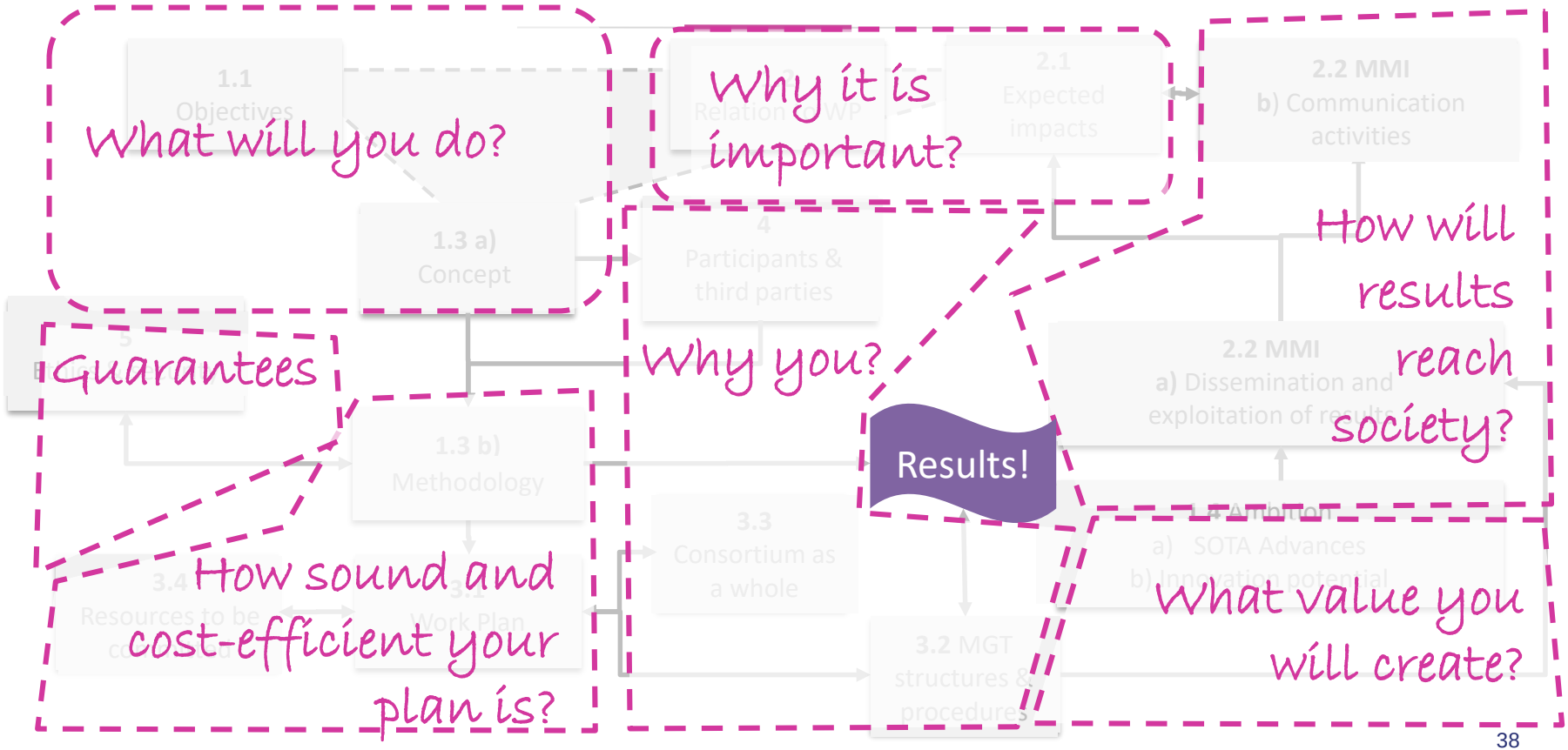
The proposal template

It is all interweaved!



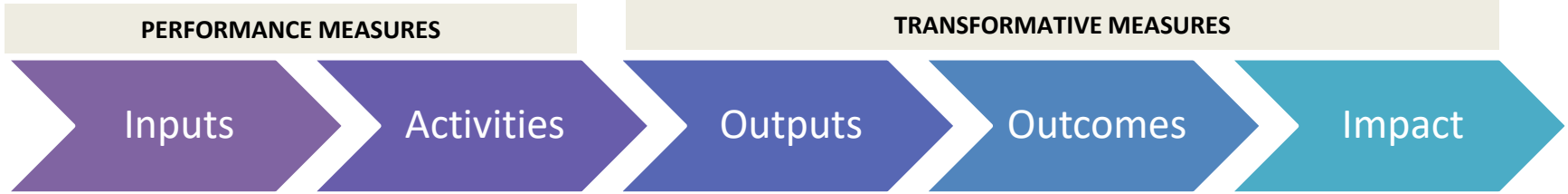
A bullet proof proposal

A persuasive document with scientific rigor



Developing the narrative

Remember: it is a persuasive document with scientific rigor



Inputs	Activities	Outputs	Outcomes	Impact
Assets or resources that are transformed into outputs. e.g. funds, time, background knowledge and technology, know-how, raw materials, infrastructure.	Actions that transforms inputs into planned outputs within a specified period of time. e.g. tasks of the project (create, design, develop, build, validate, test, evaluate)	Resulting goods, products or services. They are intended and completely under your control. e.g. new materials, methods, algorithms, knowledge, etc.	Achievements, changes or effects enabled by your outputs. e.g. changes in behavior, optimization processes, gains in cost efficiency.	Long-term, wide scale, impact on society or relevant domain. e.g. contribution to a policy initiative, improved quality of life, reduction of pollution, etc.

Verification

Background, hours, costs, etc.

Deliverables, milestones, reports, etc.

Key performance indicators

Targets!

A recipe for success

Fancy a cupcake?

https://www.glutenfreepalate.com/gluten-free-vanilla-bean-cupcakes/

Gluten-free vanilla cupcake

A recipe for success!

Inputs	Activities	Outputs	Outcomes	Impact
Ingredients for cupcakes and frosting. Materials: spoons, bowls, mixer, etc,. Infrastructure: kitchen, oven, etc.	Overall preparations (requirements) Prepare cupcake mix. Bake cupcakes. Prepare frosting. Frost. Serve.	Gluten-Free, dairy-free, Vanilla Cupcakes, bakery style texture and a vanilla bean finish.	Ability to easily and cost-efficiently prepare delicious cupcakes apt for people with celiac disease and lactose intolerance.	Normalization of delicious, and cost-efficient baking alternatives for people with food allergies and intolerances.

Verification

- Prep time, cook time.
- Ingredients costs.

- Deliverables: baked cupcakes, frosting, etc.

Less than 35 minutes total time
Competitive cost of 5$ per dozen
Scalable recipe for large amounts
>80% agrees cupcakes have good texture
>80% agrees cupcakes are delicious
>80% agrees they would try it at home

40% of families affected by intolerances adopt the recipe in two years.

25% of pediatric hospitals and schools adopts the recipe as dessert for all children.

Excellence

Do not repeat yourself. Each section requires an **specific orientation and contents**.

Concept
An hypothesis that is likely to be confirmed.

Methodology
The necessary steps or phases to ensure you attain your outputs.

Progress beyond SoTA
Demonstrate value gain in terms of new knowledge.

Innovation potential
Demonstrate value gain in terms of opportunities for implementation.

Concept (1.3a)

- Promising ideas, assumptions, models.
- Description of the use cases and scenarios
- Existing knowledge: own background and awareness of latest advances in related project/areas.

Methodology (1.3b)

- Requirements/design phase (stakeholder engagement, specifications).
- Iterative development (phases, inputs, outputs, feedback).
- Testbed, trials, pilots (comparability, scale)
- Validation, evaluation (metrics, thresholds, KPIs)
- Compliance to RRI (ethics, gender, etc.)
- Market replication, dissemination (overview MMI)

Ambition (1.4)

Progress beyond the state of the art

- Progress scientific knowledge where applicable

Innovation potential

- New process/product/service (or improves existing ones)
- Freedom to operate (ownership of background, no IP or patent conflict).
- Users and markets are longing for results to improve their lives, processes, services, etc.

Impact

Your outputs should enable verifiable **achievements, changes or effects** that contribute to a wide-scale goal

Results
Clear, verifiable, realistic and achievable within the duration of the project.

Expected impact
High-level, wide-scale goal of the topic (EC agenda)

Other impacts
Environmental, social, etc.

Barriers to achieve impact
External conditions that might hinder ability to achieve impact

Demonstrate your ability to create change!

Table of results

A list of the key outputs of the project:
- Tools, methods, knowledge, etc.
- In which WP or task are generated.
- Who owns them.
- What is the intended application, and potential customers.

Table of exploitation

IP protection of results and its components and sort out:
- Open (source, public licenses, etc.)
- Confidentiality and secrecy

Exploitation paths:
- Commercial product or service
- Further research.

Table of Key Performance Indicators

- Technological developments(e.g. functionalities, coverage, effectiveness).
- Uptake factors users and stakeholders (e.g. learning curves, trustworthiness, etc.).
- Other.

Measures to Maximize Impact (2.2)
Exploitation, dissemination and communication

Implementation

The work plan **breakdowns the methodology into necessary tasks, deliverables and milestones** for achieving project objectives.

Work Package	**Task**	**Deliverable**	**Milestone**
A group of related tasks within a project.	Activity necessary to transform inputs into outputs.	Concrete output generated by a task (e.g. report, demonstrator, pilot, prototype, software, etc.)	Control (decision) point for progress monitoring
6 - 8 per project	**3 – 5 per WP**	**Min. 1 per task (end)**	**One every 6 months**

A classic structure (indicative)

- **WP1- (Management)**
- **WP2- (Framework and preparatory actions)**
  - Definitions. Collection of requirements, and specifications design. Design of evaluation framework
- **WP3-WP5 (Research and development)**
  - Field research. Technical modules, system integration.
- **WP6 (Validation, evaluation)**
  - Technical, scientific and innovation aspects. Validation with end-users usability, usefulness, meaningfulness, acceptability, etc. Validation with other stakeholders
- **WP7 (Sustainability, exploitation)**
  - Market and technological watch. IPR and innovation management. Business plans. Standardization.
- **WP8 (Dissemination and communication)**
- **WP9 (Ethics)**

Is your work plan…

Clear?

- Is the overall structure, including task duration and interdependencies, organized in a (obviously) logical way?
- Does it still make sense in relation to the logic map (activities lead to outputs, to outcomes, to impact)?
- Are partner's responsibilities within the project clear, and are aligned with their capacities?

Realistic?

- Would any expert in the field be sceptical about project's capacity for delivering promised results considering available time and resources?
- Have all risks, and corresponding contingency plans, been considered?

Balanced?

- Do all partners have valid, meaningful, non-overlapping roles?
- Have resources (time, effort, funds) been allocated rationally and well-balanced across WP and tasks, and among partners?

Differential factors

Excellence

Soundness of the concept	•Engage the users (all of them) throughout the project in a meaningful way
C**redibility** of the proposed methodology	•Give details, numbers and figures. Describe in detail your use cases
Extent that proposed work is **beyond SotA**	•Make it crystal clear how are you creating new knowledge, goods or services…
Demonstrates innovation potential	•Highlight all design decisions for making solution is acceptable, meaningful and marketable
Appropriate consideration of **interdisciplinary approaches**	•Make sure your different disciplines collaborate across the project (e.g. workplan)
Use of stakeholder knowledge.	•Plan and make explicit mechanisms for iterative stakeholder engagement and feedback

Impact

Expected impacts	•Carefully select and quantify your KPIs
Other impacts	•Check your design decisions and see whether you can claim other impacts or benefits
Quality exploitation	•Explain in detail what everybody will do with their results after the project ends
Quality dissemination and communication	•Identify all your users and stakeholders, and address them specifically

Implementation

Quality and effectiveness of work plan	•Keep descriptions consistent, and WPs balanced.
Management and **Risk assessment**	•Be honest, reasonable, comprehensive
Complementarity of consortium	•Keep you consortium clean and lean
Allocation of resources	•Do not overestimate efforts + watch overlaps

Final remarks

Failure is a good teacher (1/2)

If we manage to learn from it

First two pages win the proposal. The next 68 pages are for taking away points.

Keep it clear and concise –the 70 page limit is not a target.

Evaluators do not read minds. If it is not written down, it cannot be evaluated.

Make sure your line of thought is clear. Avoid "we will define it during implementation".

Evaluators may come from different expertise backgrounds –for most of them, English is a second language.

Provide definitions and use clear, simple language. Visual aids and tables also help.

The WHAT is important. The HOW is more important. Any claim not supported enough will be taken for a shallow or wild statement.

Give facts & refer to evidence!

Failure is a good teacher (2/2)

If we manage to learn from it

Approach the calls in a structured way to make sure your idea grows aligned to the topic and you have a way to double-check it every now and then.
Creativity, and wishful thinking may kick-in once you are sure that the idea is within scope.

Difficulty to relate with other knowledge areas and interdisciplinarity.
Keep in mind the big picture!

Do not underestimate any section –there are no trivial sections.
Take seriously gender issues, and other transversal actions.

It's not just about navigating through scientific uncertainties, time pressure and limited resources. You have to deal with people, and their personalities, too.
Be careful who you bring on board and make sure you have enough time!

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