



HORIZON EUROPE

THE EU
RESEARCH &
INNOVATION
PROGRAMME 2021 – 27

RESEARCH
AND
INNOVATION



PROPOSAL WRITING CAMP

Session 2: Evaluation Criteria & Proposal application form



1. Evaluation process, criteria and scores



Standard evaluation criteria

There are three evaluation criteria for full proposals:

1 Excellence

2 Impact

3 Quality and efficiency of implementation

The criteria are adapted to each type of action, as specified in the Work Programme

An exception is the ERC, which uses a different set of criteria.

Overview of the evaluation process



Admissibility, Eligibility & Scope check

- Admissibility is checked by the Agency:
 - Readable, accessible and printable
 - Completeness of proposal
presence of all requested forms
 - Plan for exploitation and dissemination of results
(unless otherwise specified in the WP)
- Eligibility checked by the Agency
 - Minimum number of partners as set out in the call conditions
 - Other criteria may apply on a call-by-call basis as set out in the call conditions
- “Out of scope” – you need to check the scope of proposals
 - A proposal will only be deemed ineligible in clear-cut cases

Page limits: Clearly set out in electronic system; excess page(s) marked with a watermark

Evaluation criteria

- The evaluation criteria are adapted to each type of action, as specified in the WP. E.g. relevance of innovation.

Innovation Management: is a process which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas.

Typical Output: new or improved product, service or process.

For consortium: it allows to respond to an external or internal opportunity.

- Three broad evaluation criteria:
 - Excellence (relevant to the topic of the call)
 - Impact
 - Quality and efficiency of the implementation

Evaluation criteria

Excellence

- Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious, and goes beyond the state of the art.
- Soundness of the proposed methodology, including the underlying concepts, models, assumptions, interdisciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

Evaluation criteria

Impact

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

Evaluation criteria

Quality and efficiency of the implementation

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall
- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.

What else you need to know about the evaluation process

- The European Commission **organises** the evaluation and **moderates** the process
- **Independent observers** check the functioning and running of the overall process and advise, in their report, on the conduct and fairness of the evaluation sessions and, if necessary, suggest possible improvements
- An **ethics review** takes place for proposals above threshold and considered for funding. Only proposals that comply with the ethical principles and legislation may receive funding

Evaluation scores

- The **maximum overall score is 15 (3x5)**, unless a weighting is applied
- Generally a pre-defined qualifying score on each criterion and an overall qualifying score needs to be achieved.



- Qualifying scores may vary
 - according to type of action
 - between the first and second stage proposals in two-stage procedures

Evaluation scores

Experts score each award criterion on a scale from 0 to 5 (half point scores may be given):



- 0: Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information
- 1: **Poor** – criterion is inadequately addressed or there are serious inherent weaknesses
- 2: **Fair** – proposal broadly addresses the criterion, but there are significant weaknesses
- 3: **Good** – proposal addresses the criterion well, but a number of shortcomings are present
- 4: **Very good** – proposal addresses the criterion very well, but a small number of shortcomings are present
- 5: **Excellent** – proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor

Evaluation – new elements in Horizon Europe

- Pilot on „Blind evaluation“ in first HE two-stage calls: anonymised short proposals in 1st stage
- Pilot on ‘**Right to react**’ (rebuttal): more transparency and more detailed feedback option
- **Portfolio-based calls** (e.g. Missions, EIC pathfinder): portfolio considerations

Where to find the full information?

https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

EXERCISE

2. Evaluation Summary Report



Exercise: Evaluation Summary report H2020

Analysis of an extract of an Evaluation Summary Report (ESR)

- Read an extract from an ESR, call 2021 on Wind energy – Challenge 5; ESR report received in May 2022
- We take Criterion 3 - Quality and efficiency of the implementation (criterion 1 excellence and criterion 2 impact not discussed in this example)
- Review of implementation (work-packages, tasks, management, budget items)
- When you read the comments of evaluators, how would you score the project on implementation, on a scoring range 0-5?
- Text will be displayed & handed out in paper copy
- At the end of exercise the original will be displayed with score for this criterion: are the score and comments justified/ok, or too high, or too low?

Example: Evaluation Summary report

Criterion 3 - Quality and efficiency of the implementation

The following aspects will be taken into account:

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall
- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.

Example: Evaluation Summary report

Criterion 3 - Quality and efficiency of the implementation

Overall, the proposal addresses the criterion well. In particular:

- * In general, the work plan is effective and of acceptable quality. For example, the breakdown of the project into appropriate work packages and their tasks is convincing, and proportionate to the scale and complexity of the proposed project.
- * Milestones are sufficient in number, and timing, and their means of verification. They are appropriate to enable effective monitoring of project progress.
- * The content of the deliverables is appropriate to document the outputs of the project.
- * The resources assigned to work packages are credibly in line with their objectives and deliverables.
- * Each participant has a specific and valid role, and the capacity to carry it out.
- * The consortium as a whole brings together the necessary expertise, including valuable previous experience with Local Water Forums, and previous involvement in a range of H2020 projects.

Example: Evaluation Summary report

Criterion 3 - Quality and efficiency of the implementation

Nevertheless, a number of shortcomings are present, namely:

- * Some of the initial deliverables are not scheduled early enough for effective project progress. For example, deliverables on quality control and risk management, and data management, are not scheduled until month 6, and the launch of the website is not scheduled until month 4, which is not sufficiently justified.
- * The proposal does not sufficiently identify critical risks concerning the access and availability of testing grounds; and does not credibly mitigate potential difficulties in setting up the local sustainable energy assemblies (e.g. lack of trust and acceptance in the local communities) beyond one-way communication.
- * The proposal does not provide sufficient justification for the purchase costs allocated to partner 11 (€53,100, which is 27.7% of Personnel costs) or to partner 13 (€85,500, which is 48.8% of Personnel Costs).

Criterion 3 - Quality and efficiency of the implementation

Score: **3.50** (Threshold: 3/5.00 , Weight: -)

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

- **Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.**
- **Capacity and role of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.**

Overall, the proposal addresses the criterion well. In particular:

** In general, the work plan is effective and of acceptable quality. For example, the breakdown of the project into appropriate work packages and their tasks is convincing, and proportionate to the scale and complexity of the proposed project.*

** Milestones are sufficient in number, and timing, and their means of verification. They are appropriate to enable effective monitoring of project progress.*

** The content of the deliverables is appropriate to document the outputs of the project.*

** The resources assigned to work packages are credibly in line with their objectives and deliverables.*

** Each participant has a specific and valid role, and the capacity to carry it out.*

** The consortium as a whole brings together the necessary expertise, including valuable previous experience with Local Water Forums, and previous involvement in a range of H2020 projects.*

Nevertheless, a number of shortcomings are present, namely:

** Some of the initial deliverables are not scheduled early enough for effective project progress. For example, deliverables on quality control and risk management, and data management, are not scheduled until month 6, and the launch of the website is not scheduled until month 4, which is not sufficiently justified.*

** The proposal does not sufficiently identify critical risks concerning the access and availability of testing grounds; and does not credibly mitigate potential difficulties in setting up the local sustainable energy assemblies (e.g. lack of trust and acceptance in the local communities) beyond one-way communication.*

** The proposal does not provide sufficient justification for the purchase costs allocated to partner 11 (€53,100, which is 27.7% of Personnel costs) or to partner 13 (€85,500, which is 48.8% of Personnel Costs).*

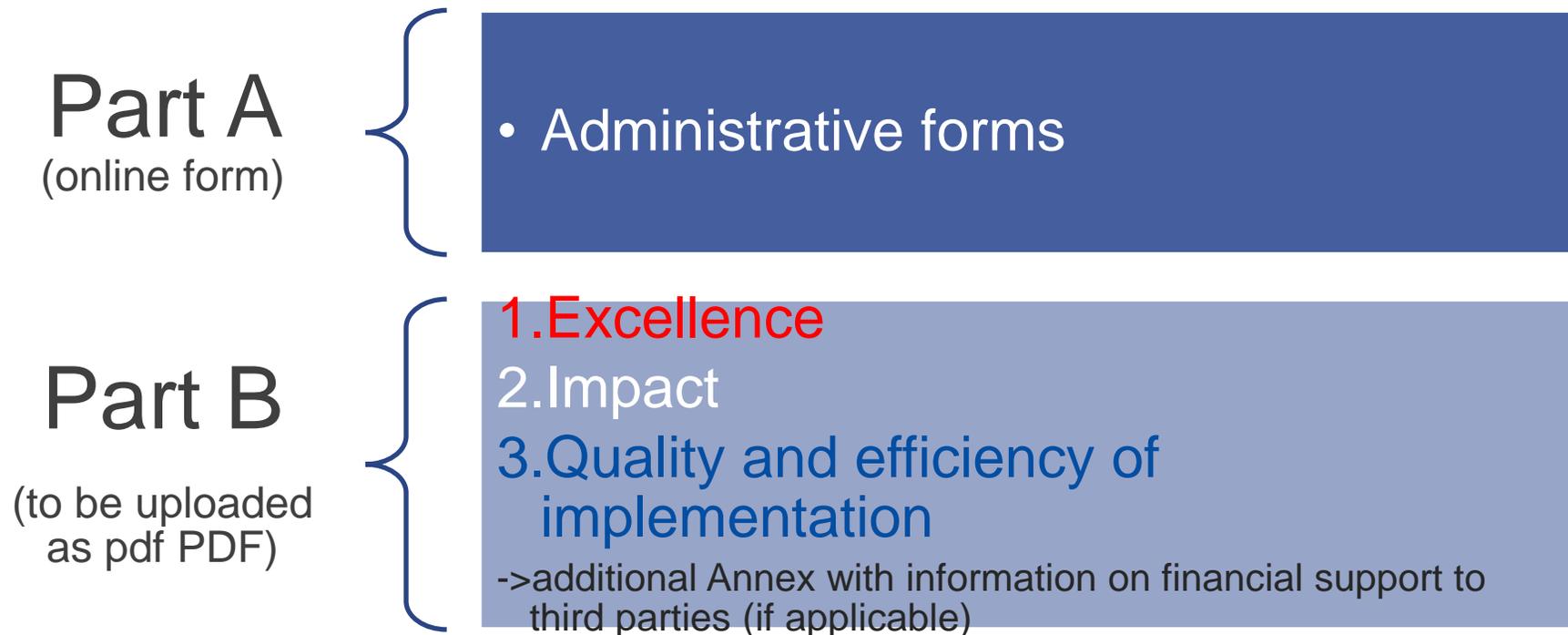
3. Exercise: Proposal application form



Example: structure of a HORIZON EUROPE - RIA (Research & Innovation Action)

Standard Horizon Europe application form RIA/IA:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af_he-ria-ia_en.pdf



Part A

(online forms)

- Administrative forms

to be completed online (Funding and tender portal)

Horizon Europe

Application forms (Part A)

Topic:

Type of action:

Type of Model Grant Agreement:

Proposal number:

Proposal acronym:

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	
5	Other questions	

1 – General information

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

Topic	Type of action
Call	Type of Model Grant Agreement

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

Abstract

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

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

2 – Participants

List of participating organisations

#	Participating Organisation Legal Name	Country
1		
2		
3		

Coordinator contacts have the rights to:

- add, delete, edit and re-order partners in the consortium
- add, delete, edit and re-order contact points for those organisations
- edit all sections of the administrative forms
- upload, delete, view and download Part B and Annexes (when required for the call)
- submit the proposal

Participant contacts may:

- view all the information in this screen, but not edit it
- edit only the section for their organisation in the administrative forms (including budget)
- view the entire administrative forms
- view/download the Part B and other Annexes

You can manage the list of organisations and access rights of persons at Step 4 of the submission process. You may identify and give access to as many contact persons of the selected organisations as you wish. The identification is based upon the e-mail address of the person. When you add a contact person, you will be prompted to supply the contact details: name, e-mail, phone.

Person in charge of the proposal (main contact person): Each organisation needs to have one main contact person identified; the main contact person will have to fill in full contact details in the administrative form. The 'Main Contact Person' for the coordinating organisation (Participant no. 1) will become the primary contact person for the Services. Other contact persons may also be identified and may receive read-only or full access rights. Contact persons with full access rights of the coordinator (Participant no. 1) will be called 'Coordinator contacts' in the Funding & Tenders Portal, while for the other participants 'Participant Contacts'; contact persons with read-only rights will be called 'Team Members'. Other contact persons are listed with basic details in the administrative form.

Access rights: The main contact person and contact persons of the coordinator with full access rights have the same level of rights: they can manage the list of participants and contacts, edit any part of the administrative part of the proposal and upload any attachments (eg. Part B - technical description), and submit the proposal. Contact persons with read-only rights can only view/download the information. Participant contacts with full access rights can only edit their section of the administrative form and view all proposal data. Access rights can be revoked by the Coordinating Organisation contacts. The person who created the proposal cannot be deleted.

Invitation: All contacts will receive an e-mail and a notification to the Portal about the invitation to the proposal upon saving the data at Step 4 of the submission process.

Application Forms		
Proposal ID XXXXXXXXXX	Acronym XXXXXXXX	Participant short name: XXXX

Researchers involved in the proposal

Include only the researchers involved in the proposal, (see below definition of 'researcher'). You do not need to include in the table the identity of other persons involved in the proposal who are not researchers.

'Researchers are professionals engaged in the conception or creation of new knowledge. They conduct research and improve or develop concepts, theories, models, techniques instrumentation, software or operational methods. (Frascati Manual 2015)'

Include also person in charge of the proposal if a researcher.

Title	First Name	Last Name	Gender	Nationality	E-mail	Career stage ¹	Role of researcher (in the project)	Reference Identifier	Type of identifier
			[Woman] [Man] [Non-binary]			[Category A – Top grade researcher] [Category B – Senior researcher] [Category C – Recognised researcher] [Category D – First stage researcher]	[Leading] [Team member]		[ORCID] [Researcher Id] [Other - specify]

¹ Career stages as defined in Frascati 2015 manual:

Category A – Top grade researcher: the single highest grade/post at which research is normally conducted. Example: 'Full professor' or 'Director of research'.

Category B – Senior researcher: Researchers working in positions not as senior as top position but more senior than newly qualified doctoral graduates (ISCED level 8). Examples: 'associate professor' or 'senior researcher' or 'principal investigator'.

Category C – Recognised researcher: the first grade/post into which a newly qualified doctoral graduate would normally be recruited. Examples: 'assistant professor', 'investigator' or 'post-doctoral fellow'.

Category D – First stage researcher: Either doctoral students at the ISCED level 8 who are engaged as researchers, or researchers working in posts that do not normally require a doctorate degree. Examples: 'PhD students' or 'junior researchers' (without a PhD).

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This proposal version was submitted by [Name, FAMILY NAME] on [dd/mm/yyyy HH:mm:ss] Brussels Local Time. Issued by the Funding and Tenders Portal Submission Service.

Application Forms		
Proposal ID XXXXXXXXX	Acronym XXXXXXXX	Participant short name: XXXX

<i>Role of participating organisation in the project</i>	
<i>Applicants may select more than one option.</i>	
Project management	<input type="checkbox"/>
Communication, dissemination and engagement	<input type="checkbox"/>
Provision of research and technology infrastructure	<input type="checkbox"/>
Co-definition of research and market needs	<input type="checkbox"/>
Civil society representative	<input type="checkbox"/>
Policy maker or regulator, incl. standardisation body	<input type="checkbox"/>
Research performer	<input type="checkbox"/>
Technology developer	<input type="checkbox"/>
Testing/validation of approaches and ideas	<input type="checkbox"/>
Prototyping and demonstration	<input type="checkbox"/>
IPR management incl. technology transfer	<input type="checkbox"/>
Public procurer of results	<input type="checkbox"/>
Private buyer of results	<input type="checkbox"/>
Finance provider (public or private)	<input type="checkbox"/>
Education and training	<input type="checkbox"/>
Contributions from the social sciences or/and the humanities	<input type="checkbox"/>
Other Specify (50 character limit):	<input type="checkbox"/>

<i>List of up to 5 publications, widely-used datasets, software, goods, services, or any other achievements relevant to the call content.</i>	
Type of achievement	Short description
<i>[Publication]</i>	Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID). Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.
<i>[Dataset]</i>	
<i>[Software]</i>	
<i>[Good]</i>	
<i>[Service]</i>	

Application Forms		
Proposal ID XXXXXXXXXX	Acronym XXXXXXXX	Participant short name: XXXX

<i>Role of participating organisation in the project</i> <small>Applicants may select more than one option.</small>	
Project management	<input type="checkbox"/>
Communication, dissemination and engagement	<input type="checkbox"/>
Provision of research and technology infrastructure	<input type="checkbox"/>
Co-definition of research and market needs	<input type="checkbox"/>
Civil society representative	<input type="checkbox"/>
Policy maker or regulator, incl. standardisation body	<input type="checkbox"/>
Research performer	<input type="checkbox"/>
Technology developer	<input type="checkbox"/>
Testing/validation of approaches and ideas	<input type="checkbox"/>
Prototyping and demonstration	<input type="checkbox"/>
IPR management incl. technology transfer	<input type="checkbox"/>
Public procurer of results	<input type="checkbox"/>
Private buyer of results	<input type="checkbox"/>
Finance provider (public or private)	<input type="checkbox"/>
Education and training	<input type="checkbox"/>
Contributions from the social sciences or/and the humanities	<input type="checkbox"/>
Other Specify (50 character limit):	<input type="checkbox"/>

Application Forms		
Proposal ID XXXXXXXXXX	Acronym XXXXXXXX	Participant short name: XXXX

<i>List of up to 5 most relevant previous projects or activities, connected to the subject of this proposal</i>	
Name of Project or Activity	Short description

<i>Description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work</i>	
Name of infrastructure or equipment	Short description

<i>List of up to 5 publications, widely-used datasets, software, goods, services, or any other achievements relevant to the call content.</i>	
Type of achievement	Short description
[Publication]	Key elements of the achievement, including a short qualitative assessment of its impact and (where available) its digital object identifier (DOI) or other type of persistent identifier (PID). Publications, in particular journal articles, are expected to be open access. Datasets are expected to be FAIR and 'as open as possible, as closed as necessary'.
[Dataset]	
[Software]	
[Good]	
[Service]	

Gender equality plan

<p><i>Having a gender equality plan is an eligibility criteria for Public bodies, Higher education establishments and Research organisations. Be aware that if the proposal is selected, having a Gender Equality Plan will be necessary before the grant signature (applicable on calls published from 2022 on).</i></p> <p>Does the organisation have a Gender Equality Plan (GEP) covering the elements listed below?</p> <p>Minimum requirements (building blocks) for a GEP</p> <p>Public GEP: formal document published on the institution's website and signed by the top management, addressing the following issues:</p> <ul style="list-style-type: none">- Dedicated resources: commitment of human resources and gender expertise to implement it.- Data collection and monitoring: sex/gender disaggregated data on personnel and students and annual reporting based on indicators.- Training: Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers.- Minimum areas to be covered and addressed via concrete measures and targets:<ul style="list-style-type: none">o work-life balance and organisational culture;o gender balance in leadership and decision-making;o gender equality in recruitment and career progression;o integration of the gender dimension into research and teaching content;o measures against gender-based violence including sexual harassment.	<p><input type="radio"/> Yes</p>	<p><input type="radio"/> No</p>
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3 – Budget for the proposal

No	Participant name	Country	Estimated expenditure						Estimated income								
			Estimated eligible costs						Requested EU contribution			Revenues	Other sources of financing		Total estimated income (x)+(p)+(q)+(r)		
			A. Personnel costs/€ (x1)	B. Subcontracting costs/€ (b)	C. Purchase costs			D. Other cost categories [specific cost category] /€ (dx)	E. Indirect costs/€ (w) = 25% * [(x1) + (c1) + (c2) + (c3) + (d7)]	Total eligible costs (h) = (x1) + (b) + (c1) + (c2) + (c3) + (d) + (e)	Funding rate (l)	Maximum EU contribution to eligible costs (i) = (l) * (h)	Requested EU contribution to eligible costs/€ (Requested grant amount) (m) (n)	Income generated by the action (o)		Financial contributions (q)	Own resources (r)
					C.1 Travel and subsistence/€ (c1)	C.2 Equipment/€ (c2)	C.3 Other goods, works and services /€ (c3)										
1	Participant 1	NL															
2	Participant 2	LB															
	Affiliated Entity	LB															
3	Participant 3	DE															
	Associated Partner	AR															
4	Participant 4 (without funding)	US															
Total																	

Possible 'Other cost categories' for Horizon Europe

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4 – Ethics and Security

Ethics issues table

This table should be completed as an essential part of your proposal. Please go through the table and indicate which elements concern your proposal by answering 'Yes' or 'No'. If you answer 'Yes' to any of the questions,

- Indicate in the adjacent box at which page in your full proposal further information relating to that ethics issue can be found, and
- provide additional information on that ethics issue in the Ethics Self-Assessment section.

For more information on each of the ethics issues and how to address them, including detailed legal references, see the guidelines [How to Complete your Ethics Self-Assessment](#).

1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS			Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Will they be directly derived from embryos within this project?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they previously established cells lines?	<input type="radio"/> Yes <input type="radio"/> No	
	Are the cell lines registered in the European registry for human embryonic stem cell lines?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve the use of human embryos?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Will the activity lead to their destruction?	<input type="radio"/> Yes <input type="radio"/> No	
2. HUMANS			Page
Does this activity involve human participants?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Are they volunteers for nonmedical studies (e.g. social or human sciences research)?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they healthy volunteers for medical studies?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they patients for medical studies?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they potentially vulnerable individuals or groups?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they children/minors?	<input type="radio"/> Yes <input type="radio"/> No	
	Are they other persons unable to give informed consent?	<input type="radio"/> Yes <input type="radio"/> No	
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?		<input type="radio"/> Yes <input type="radio"/> No	
If YES:	Does it involve invasive techniques?	<input type="radio"/> Yes <input type="radio"/> No	
	Does it involve collection of biological samples?	<input type="radio"/> Yes <input type="radio"/> No	

5 – Other questions

Two-stage calls

The full stage-2 proposal must be consistent with the short outline proposal submitted to the stage 1 – in particular with respect to the proposal characteristics addressing the concepts of excellence and impact.

Are there substantial differences compared to the stage-1 proposal?

Yes No

Questions showed only in answer is Yes:

Please list the substantial differences, and indicate the reasons

<input type="checkbox"/>	Partnership	List the substantial differences and indicate the reasons
<input type="checkbox"/>	Budget	List the substantial differences and indicate the reasons
<input type="checkbox"/>	Approach	List the substantial differences and indicate the reasons

[Additional modular extension for Calls with clinical trials: Essential information to be provided for proposals including clinical trials / studies / investigations]

A 'clinical study' is defined as any clinical research involving a substantial amount of work related to the observation of, data collection from, or diagnostic or therapeutic intervention on multiple or individual patients. It includes but is not limited to clinical studies defined by the Clinical trials regulation (REGULATION (EU) No 536/2014).

Are clinical studies / trials / investigations included in the work plan of this project?

Yes No

Please upload the dedicated annex 'Essential information for clinical studies / trials / investigations' (a Word template is provided under 'download templates' in the up-load section for Part B and Annexes).

This document should include the relevant information of each clinical study / trial / investigation included in the work plan of this project.

Please give a short title, an acronym or a unique identifier to each clinical study / trial / investigation, to be used as a reference / identifier in the other parts of the proposal

Add

Remove

Example: structure of a HORIZON EUROPE - RIA (Research & Innovation Action)

Part B

(to be uploaded
as pdf PDF)

1. Excellence

2. Impact

3. Quality and efficiency of
implementation

->additional Annex with information on financial support to
third parties (if applicable)

STRUCTURE OF PART B (RIA)

1. Excellence

- 1.1 Objectives and ambition
- 1.2 Methodology

2. Impact

- 2.1 Project's pathways to impact
- 2.2 Measures to maximise impact
Dissemination
Exploitation and Communication
- 2.3 Summary

3. Quality and efficiency of the implementation

- 3.1 Work plan and Resources
- 3.2 Capacity of participants and consortium as a whole

**PAGE LIMIT! 45
pages (RIA) /
50 pages for topics
using lump sum
funding**
(including title page and list of
participants)

Contact us!

- Trainer 1
- Trainer 2
- eu-eap_sticooperation@servicefacility.eu

Thank you!

#HorizonEU

<http://ec.europa.eu/horizon-europe>