
E|M|G
GROUP
TRAININGS

Europa Media Trainings

From idea to Horizon Europe proposal
A hands-on approach

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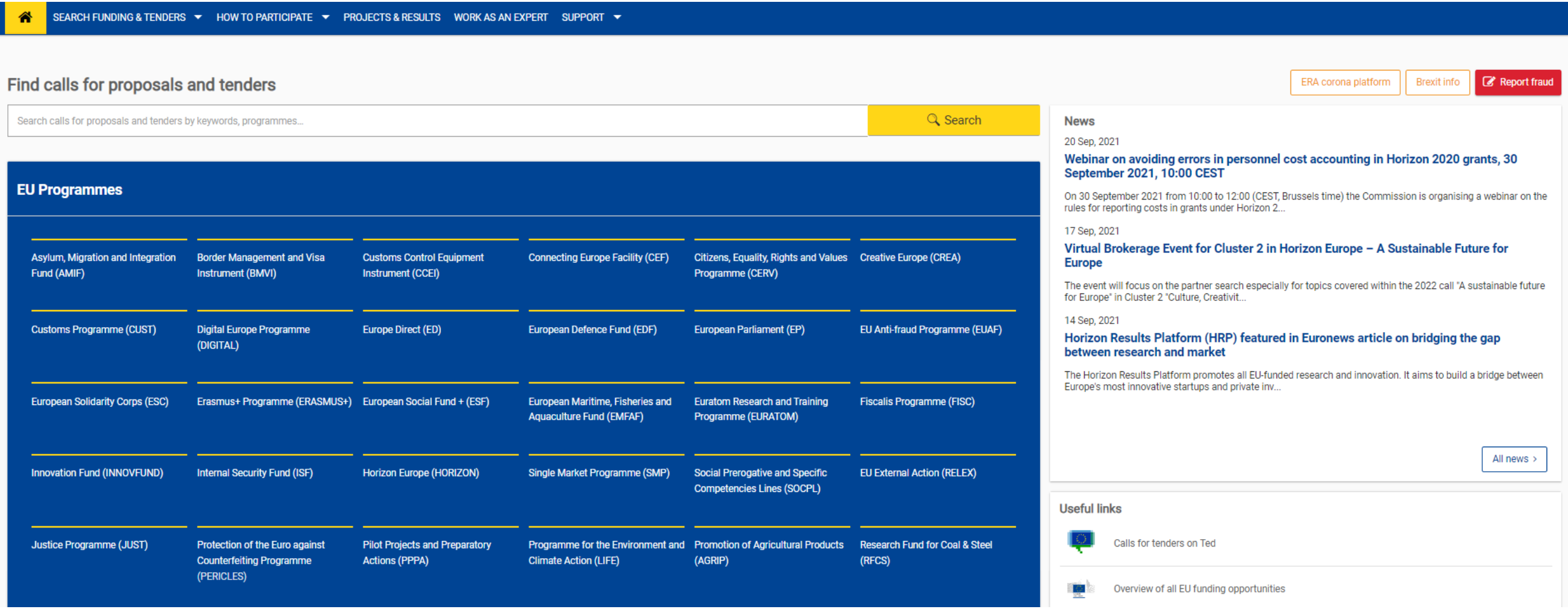
Horizon Europe Proposal Writing – *Focus: Impact*
Jožef Stefan Institute
Ljubljana, 16-17 May 2023

Funding & Tenders Portal

FINDING A CALL

TRAININGS



FINDING A CALL

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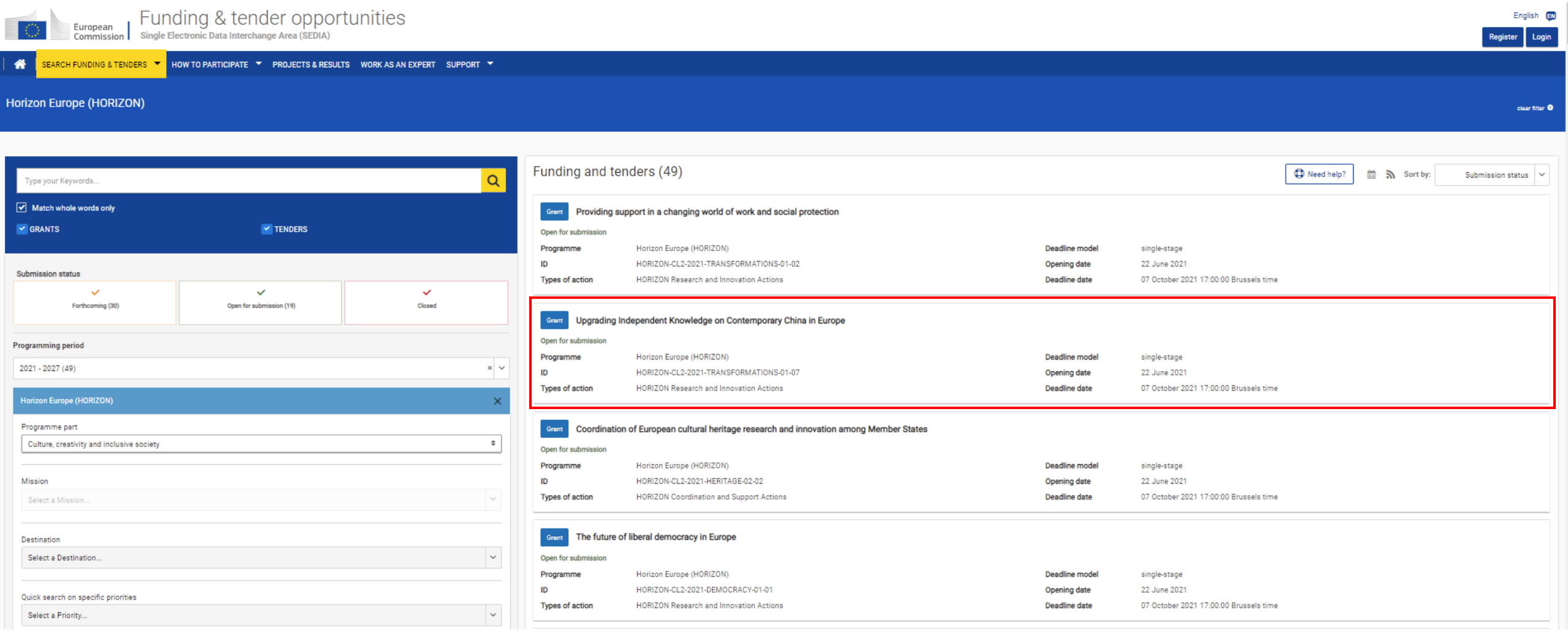


Upgrading Independent Knowledge on Contemporary China in Europe

TOPIC ID: HORIZON-CL2-2021-TRANSFORMATIONS-01-07

Grant

Go back to search results

General information

Programme
Horizon Europe Framework Programme (HORIZON)

Call
Inclusiveness in times of change (HORIZON-CL2-2021-TRANSFORMATIONS-01)

See budget overview

Type of action
HORIZON-RIA HORIZON Research and Innovation Actions

Type of MGA
HORIZON Action Grant Budget-Based [HORIZON-AG]

Open for submission

Deadline model
single-stage

Opening date
22 June 2021

Deadline date
07 October 2021 17:00:00 Brussels time

Topic description

ExpectedOutcome:

Proposals are expected to contribute to all of the following expected outcomes:

- Take stock, identify weaknesses, and advance our knowledge on contemporary China's social, cultural, political, and economic characteristics, on the impact of its foreign policy, and on its compliance with international obligations/laws/norms (or lack thereof). Scrutinize new global narratives and how these compare and interact with European interests and values and identify possible areas of mutually beneficial cooperation
- Incrementally develop and network independent European knowledge and expertise on Contemporary China in order to mainstream knowledge and enhance the European capacity to bring forward coherent and fact-based policy-making. This should be done by taking into account and building upon existing knowledge and relevant networks already being developed and/or strengthened at the level of Member States in order to increase knowledge sharing across Europe, create new synergies between knowledge nodes, and complement existing knowledge enhancing strategies.

Scope:

show more...

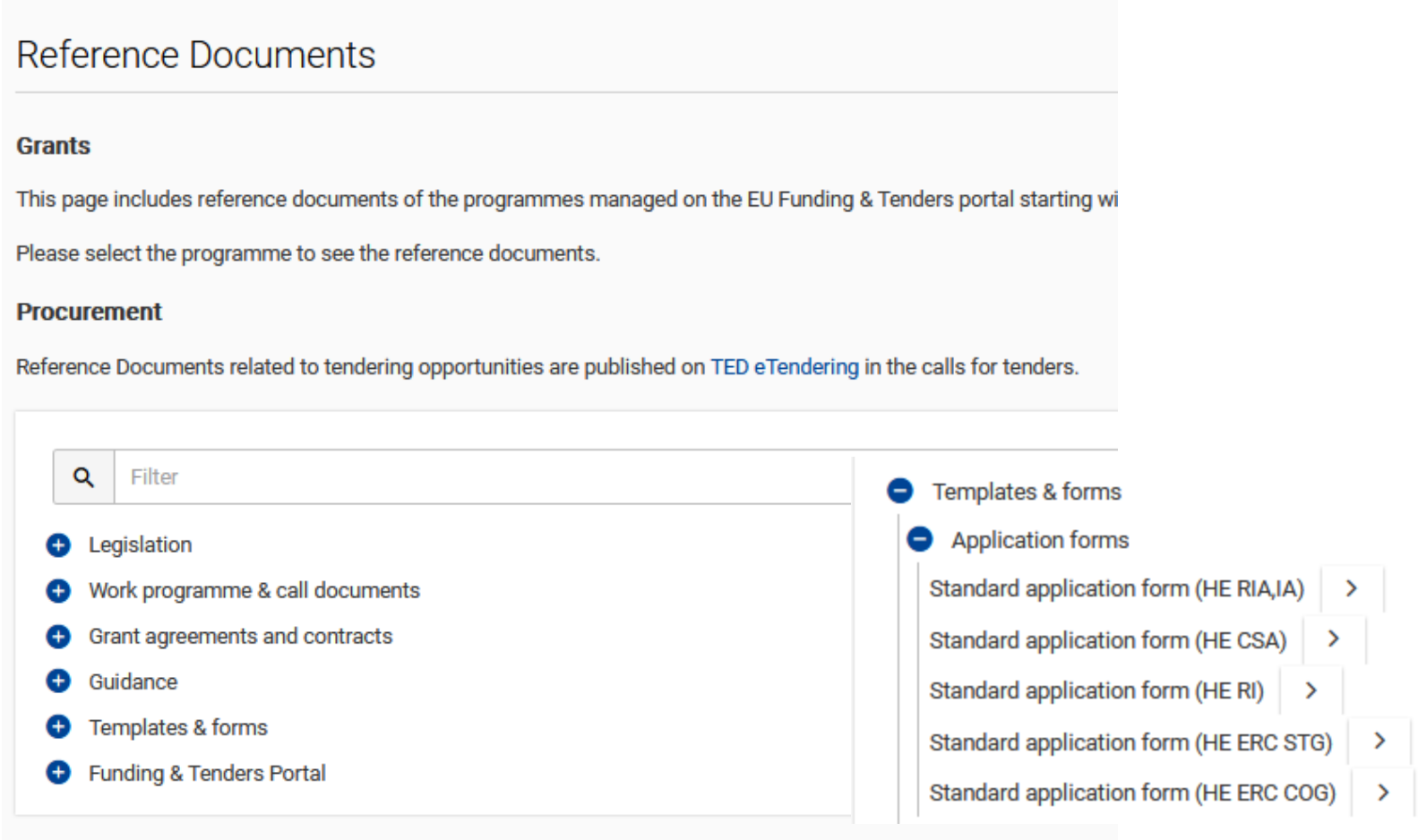
HOW TO PARTICIPATE

TRAININGS

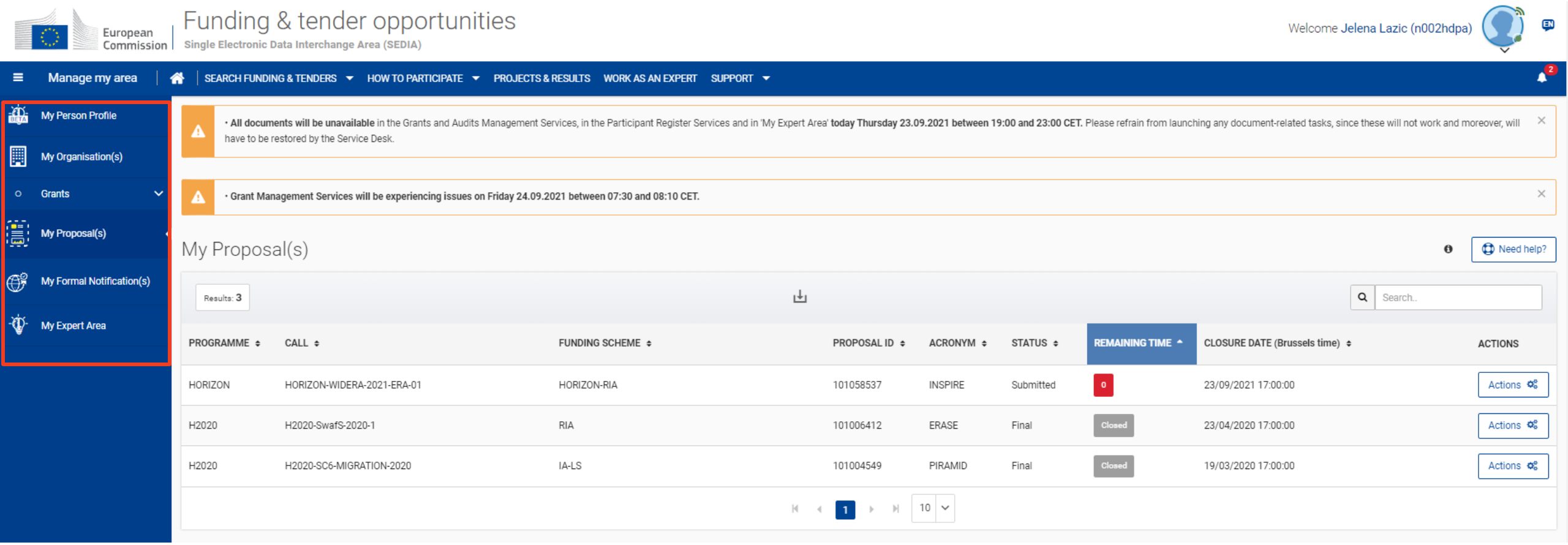
SEARCH FUNDING & TENDERS | HOW TO PARTICIPATE | PROJECTS & RESULTS | WORK AS AN EXPERT | SUPPORT

Horizon Europe (HORIZON)

- Key steps
- Reference documents
- Participant register
- Partner search



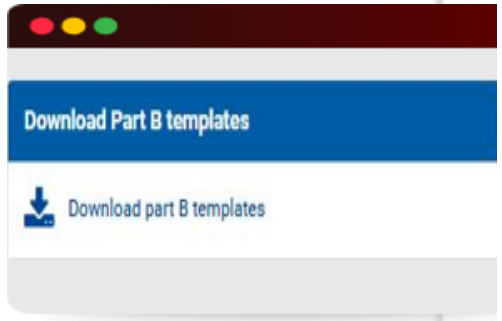
MY AREA – SUBMISSION



Proposal Writing – Part A & B

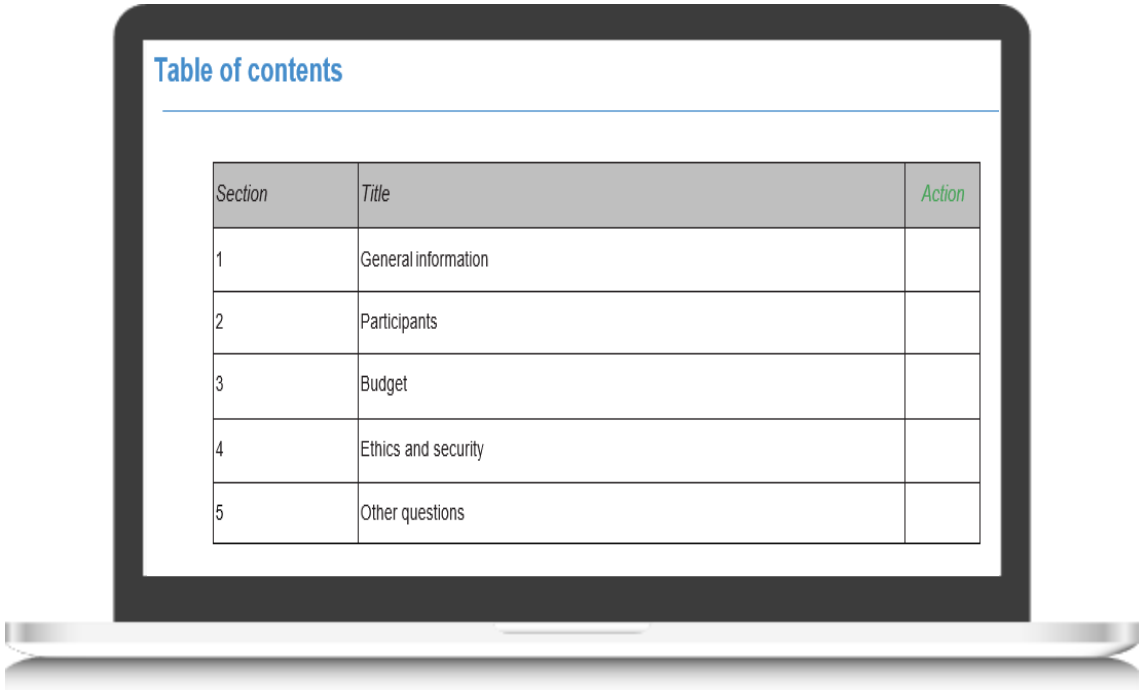
What does a proposal look like?

Always check the most updated standard proposal template for your call on the Portal!



Part A

1. General information
    - Abstract
    - Declarations
2. Participants
    - Administrative data
    - Researchers involved in the proposal
    - Role of participating organization in the project
    - Up to 5 relevant publications, dataset, goods, etc.
    - Up to 5 relevant projects or activities
    - Description of any significant infrastructure
    - Gender Equality Plan
3. Budget
4. Ethics and security issues
5. Other questions (if any)



Part B

THREE KEY SECTIONS:

1. Excellence
2. Impact
3. Quality and Efficiency of the Implementation

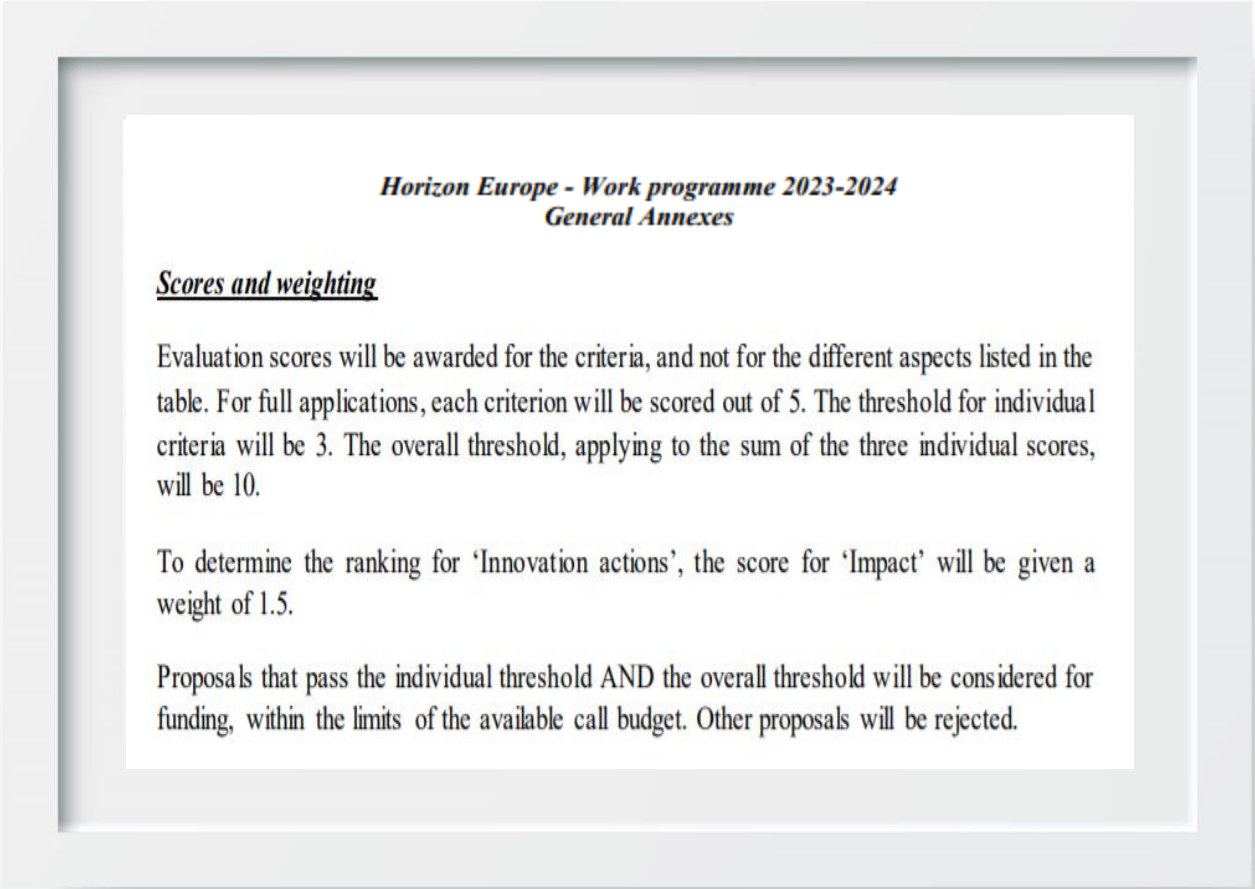
THREE MORE (OPTIONAL) SECTIONS:

1. **Financial support to third parties**
2. **Clinical trials**
3. **Calls flagged as security sensitive**

Which section is the most important?

SCORED EQUALLY, unless...

1. Excellence
2. Impact
3. Implementation



Horizon Europe - Work programme 2023-2024
General Annexes

Scores and weighting

Evaluation scores will be awarded for the criteria, and not for the different aspects listed in the table. For full applications, each criterion will be scored out of 5. The threshold for individual criteria will be 3. The overall threshold, applying to the sum of the three individual scores, will be 10.

To determine the ranking for 'Innovation actions', the score for 'Impact' will be given a weight of 1.5.

Proposals that pass the individual threshold AND the overall threshold will be considered for funding, within the limits of the available call budget. Other proposals will be rejected.

1. EXCELLENCE

Excellence in RIA/IA

1.1 Objectives and Ambition (e.g. 4 pg.)

- Objectives
- Ambition
- R&I Maturity

1.2 Methodology (e.g. 14 pg.)

- Concept and Methodology
- Past and ongoing projects
- Interdisciplinary approach
- Social Sciences and Humanities (SSH)
- Gender dimension
- Open Science practices

Objectives

Objectives: To be achieved within the project duration

They should:

- Respond to the question "What do we want to achieve?"
- Be in line with the work programme topic.

Utilise:

- Call introductions, information under "Destination", topic description.
- Strategic background documents

In practice:

- Provide a summary (background)
- List the objectives – link them with the Call – refer to the planned work
- Give indicators (make the objectives measurable and verifiable)
- Explain why & how these objectives will be achievable

Table – Train4Sustain Specific Objectives

N°	Specific Objective (SO)	Measurable Targets for SO	Related WP
SO1	Harmonisation and exploitation of existing qualification frameworks and schemes (Prof/Trac / BUILD UP Skills Initiative / EU Level(s)) for sustainable energy skills on the market	• Setting up the competence quality standard and promoting it the CEN standardisation working groups by launching one CEN workshop agreement process (CWA) during the project • Conduct analysis and mapping of at least 300 national qualification schemes (T2.3) in each specified thematic area covering 10 EU countries and 2 neighbouring countries (e.g. Ukraine, Serbia)	WP2
SO2	Facilitate transnational recognition of national qualification schemes for sustainable energy skills among scheme operators and clients (public and private sector)	• Setting up a European Skills Registry (ESR) including a Skills Passport and promoting the ESR among key target groups (T3.2) • Achieve 500 registered users in 5 European countries	WP2; WP3
SO3	Improve learning outcomes of qualification schemes operators in the EU in the field of sustainable energy skills.	• Setting up comparison function in the ESR for covering 300 national qualification schemes (T2.4) • Create inventory of training material, curricula and qualification courses involving e-material for 300 training schemes (T3.3) • Promote the ESR among 500 scheme operators	WP3; WP4

SO1: Strengthen EOC networks within Europe, connecting experts from a wide range of regions within the continent
Experts in EOC will be brought together from different corners of Europe to collaborate and discuss ideas; including EOC practitioners and benefactors such as teachers, students, outdoor leaders, media creators, scientists, universities, developers and any other groups who might be impacted by or have knowledge on EOC (WP2). OTTER will result in a collection of ideas and knowledge from the above-mentioned contributors through the development of an EOC Hub (WP2), which will be used within the activities of this project and will further enhance the knowledge base on EOC methodologies and techniques for other practitioners to use. The main idea is to build a pool of experts and key actors eager to share good practices and to feed the reflexion on science education.
SO2: Increase the understanding of the effects of EOC on EU students undergoing traditional classroom education, including their levels of sophisticated consumption and scientific citizenship
OTTER will investigate the effects of various EOC activities (WP3) on students (ages 6-18) through the comparison of performance and views of students who have been subject to additional EOC activities against students who have not (WP4). This should provide valuable data to better understand the scale and nature of the effects of EOC on classroom performance, as well as the complementarity of both formal and non-formal education, and whether it has an effect on students' level of sophisticated consumption and scientific citizenship not seen in students subject to no additional EOC practices.
SO3: Build upon recent momentum in tackling global environmental issues surrounding plastic waste and recycling
OTTER will adopt a theme of environmental sustainability and recycling as a cross-cutting issue, with an emphasis on plastic waste, and integrate this into all educational activities (WP3) in order to instil the importance of a zero-pollution future and a circular economy, while enthusing students about local issues around plastic waste and management.

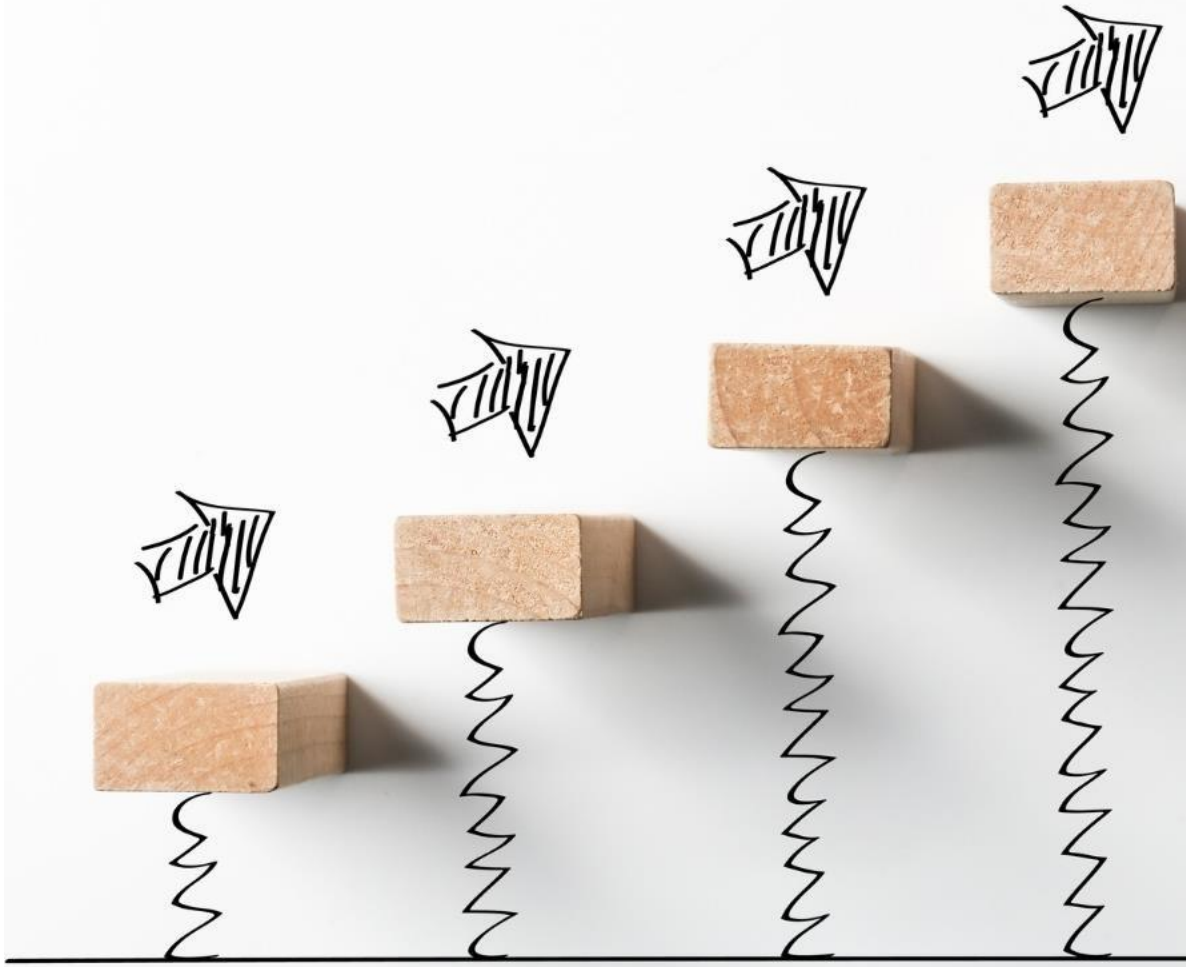
SO2. Support national actors in their process of developing bioeconomy strategies through building connections between stakeholder groups (WP3) A bottom-up approach will be deployed to increase support in each CEE2ACT target country for national bioeconomy strategies and create a diverse coalition of engaged and motivated actors to drive change in their countries, paying close attention to the gender dimension. In T3.2 the establishment of 10 National Bioeconomy Hubs will be accomplished, in T3.3 the engagement of all stakeholders will be carried out. A national workshop series connected and building on each other and focusing in specific areas will be planned and executed. The first part of this series will be 10 local events in each CEE2ACT target country **"Building trust and understanding between stakeholders" as a basis for cooperation** during the first year. Activities such as the development of the stakeholder engagement plan (T3.1) will be realized, and **NBHs members signing a MoU** for further cooperation. To ensure the proper involvement and active participation of all relevant stakeholders (Policy and decision makers, public administrators, bio-based value chains actors (primary sector, industrial and waste sector), investors, SMEs, research institutions, academia, environmental organizations, NGOs and CSOs).

SO3. Empower CEE2ACT countries through knowledge transfer, to build on existing knowledge and spark national research & innovation and using digital solutions for a green transition (WP4 & WP5) CEE2ACT will enable knowledge exchange and interaction on know-how and best practices on technology transfer, this way building the capacities of the stakeholders to develop bioeconomy strategies and action plans. For this, a knowledge transfer strategy and a matchmaking process adapted to the CEE2ACT target countries will be created (T.5.1, T5.2). The development of digital solutions for sustainable governance and the promotion of a green transition in the CEE2ACT target countries will be carried out to support the process of capacity building of target groups by testing and

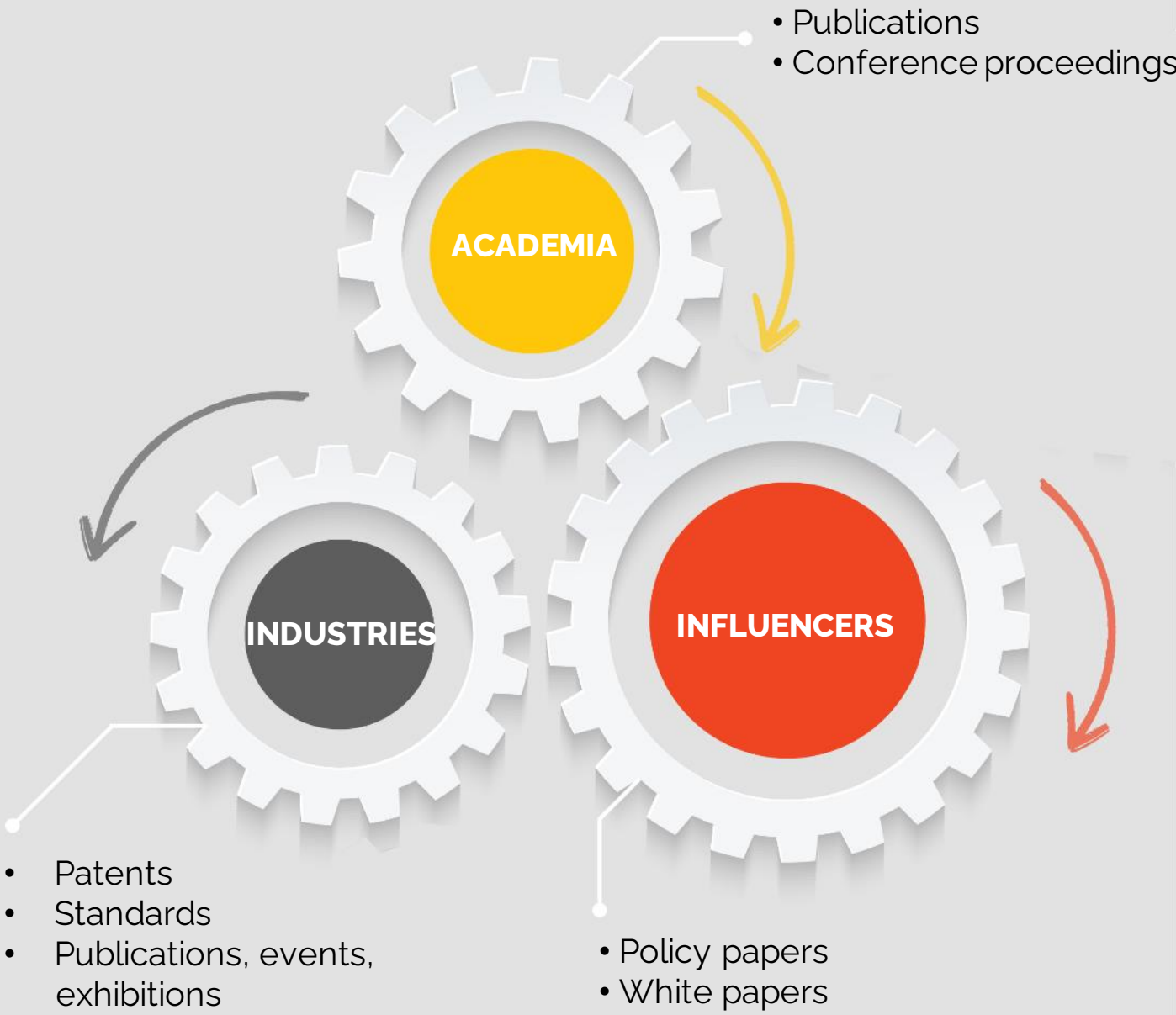
Ambition

What is ambition?

- **Progress beyond the state of the art?**
- **Breakthrough innovation?**
- **Long-lasting impact?**
- **The most important part of the proposal?**
- **What can we promise but not necessarily achieve?**



- Show the **current state of the art** and the **advance beyond** it (qualitatively and quantitatively)
- Describe the **innovation potential**: novel approach, new product, new service, technology, new business model, market opportunities
- Provide a **clear baseline** with numbers, statistics
- **Breakthrough innovation** vs. application of something new **within a new framework**
- **Refer to TRLs whenever possible to show your position**
- Think within the work plan, outputs, research areas, methodologies – be **ambitious but realistic**!



TRAININGS

1.2 Methodology

- Tell your story to the evaluator
- Coordinator's role and input from partners are crucial
- Iterative approach to writing

How?

- Start with a catchy problem formulation
- Conceptualize under logical sub-sections
- Include tables, graphs, images visualizing the concepts and your methodological approach (bear in mind page limitations!)
- Highlight text, provide summaries in text boxes

Include:

- Relevant national or international past and ongoing projects highlighting how links will be established
- Interdisciplinary approach
- Incorporate Social Sciences and Humanities (SSH)
- Do not underestimate the gender dimension!

Include how the project methodology complies with the EU Taxonomy Regulation
Check out **ShapeID** to see how to consider interdisciplinarity in your proposal.

Nature-Based Social Innovation

The process of creating a social-ecological transition through the co-development of new ideas (*products, services, or models*) and deployment of solutions (*innovative governance mechanisms, nature-based solutions, creation of a new market for a sustainably used resource, a new non-harmful touristic opportunity based on culture heritage or natural resource, and/or any other blue/green initiative*) that has a social impact, integrates all segments of society, and builds a positive and respectful relationship with the environment.

1.2.1 Overall methodology

Baseline Assessment and mapping - The project will start with the assessment of the current developments in bioeconomy in the CEE2ACT target countries across the bioeconomy sectors: bioenergy and biogas production, soil management, biofertilizers and nutrient recovery technologies, substitutability of fossils, innovation, and climate adaptation. These strategies or existing action plans will be contrasted with the challenges across the countries. A baseline assessment of the environmental and socio-economic, aspects as well as challenges for the development of national bioeconomy strategies in the CEE2ACT target countries will be performed. Suitable sustainability criteria will be selected, and a set of appropriate performance indicators will be developed. In this first phase, a common methodology to evaluate the initial situation is agreed among the CEE2ACT target group. Project partners and their network will contribute to stage one of the baseline assessments facilitating information, IUNG and BOKU will set up a common framework for evaluation of all issues addressed by the project. The criteria need to be appropriate (regarding objectivity), applicable (data and time resources) and acknowledged (e.g., consensus on the methodology of CEE2ACT target group defined in the sub-section of 1.2.2 stakeholder engagement). Criteria will be defined which are applicable for all countries and bioeconomy sectors focusing on feasibility and usefulness and the initial situation will be mapped.

Stakeholder engagement- CEE2ACT will build trust and understanding between stakeholders as a foundation for further engagement and capacity building activities. The two main goals of CEE2ACT's stakeholder engagement are to build joint visions for national bioeconomy between the various players in relevant sectors and to establish broad-based support and commitment for national bioeconomy goals and activities. The **CEE2ACT National Bioeconomy Hubs (NBHs)** will be established in 10 countries (Bulgaria, Croatia, Czech Republic, Greece, Hungary, Poland, Romania, Serbia, Slovakia, and Slovenia), initially comprising 20 representatives of CEE2ACT target groups. The **CEE2ACT target groups** includes policy and decision makers, public administrators, bio-based value chains actors (primary sector, industrial and waste sector), investors, SMEs, research institutions, academia, environmental organizations, NGOs and CSOs. The members of the NBHs will not differ throughout the project implementation to guarantee interest and commitment, the NBHs members will benefit from results of the rest of WPs. The project partners from each CEE2ACT target country will be the engine of these hubs, supported by WP leaders. All the way

1.2.1. Case studies concept and specific methodologies

Case study in the Adriatic Sea (Venice)

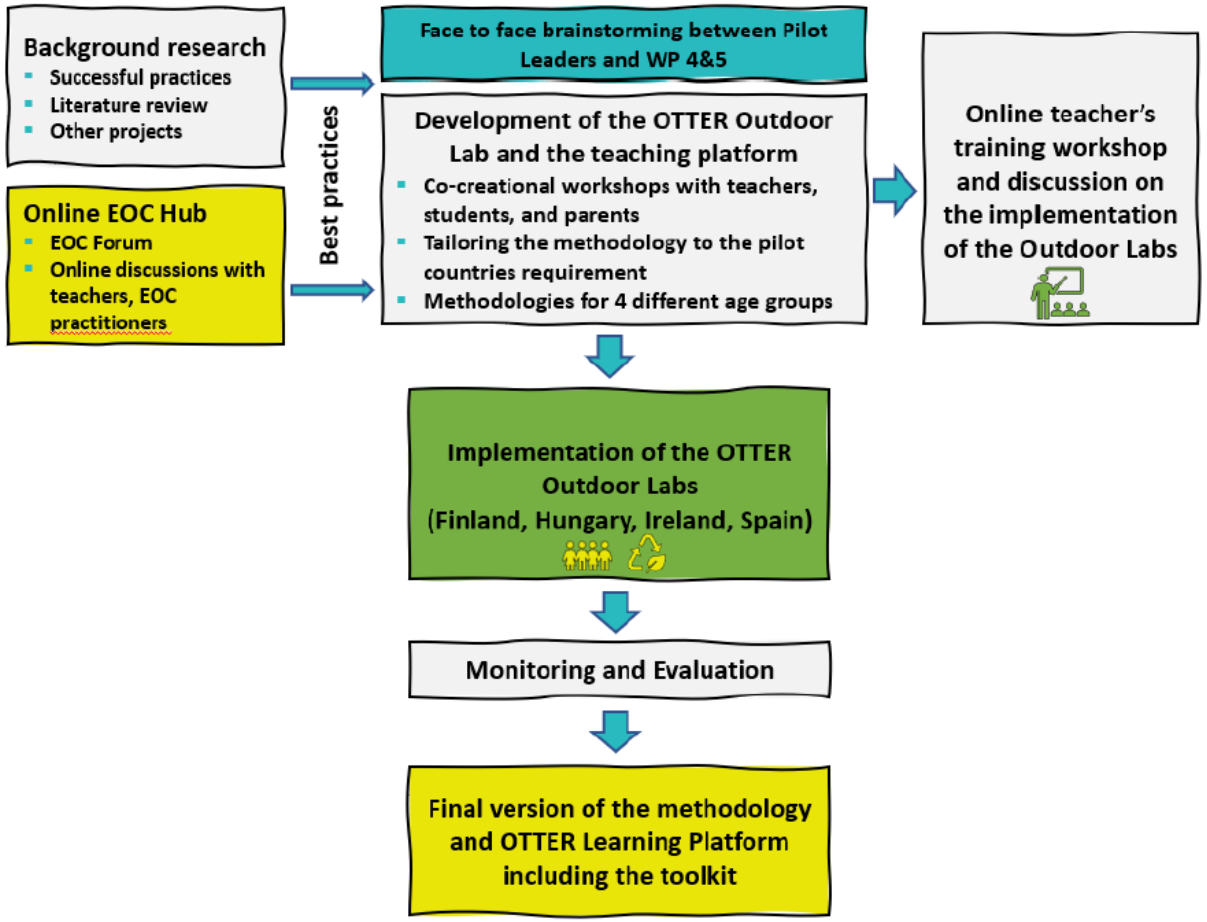
In this case study, we look at the way climate change and major engineering interventions are changing the way local communities adapt and cope with tides in the city of Venice and the surrounding lagoon. We will investigate how this affects the overall human-sea relations and the environmental dynamics, as well as the perspectives of community empowerment for future scenarios. We will support community empowerment processes that may help to redefine a new natural, social, and economic equilibrium by mobilizing a strong effort to combine marine science, ecology, and social/economic disciplines to address issues of community resilience and environmental policies in facing rising sea levels and flooding risks. The main aims of this case study are to co-develop with the community, through a NaBaSI approach, on one hand a response to high tides and rising sea levels in the city of Venice, addressing issues of redefining the social and economic role of the sea and the lagoon in a deeply transformed context, and on the other hand to provide an innovative governance tool brought from the bottom-up to manage the environmental impact of the MOSE mobile gates in order to develop a new city – water relationship based on a (eco)system perspective.

Specific methodology for the case study in the Adriatic Sea

WP2&WP3- General project approach described in section 1.2 and field research: secondary historical data collection and analysis, semi-structured interviews; multimedia material collection and citizen science. **WP4-** Mapping fragile members of the local community and cultural heritage sites threatened by high tide: secondary data from city water vulnerability maps; community engagement via action research; DB technologies with georeferencing. **WP5-** Creation of a volunteer network (individuals and organizations) and increasing awareness of the local communities about the need for a new city-water relationship: training of volunteers (including online) and development of a networking associations' platform. **WP6-** Implementation of a NaBaSI initiative addressing relief community response.

METHODOLOGY

The following figure summarizes the main steps in the OTTER Project:



Past and ongoing national and international projects

Projects/initiatives	How OTTER will be linked
PLASTICtwist (H2020) This project seeks to clean up local environments in parts of Europe by the monetarisation of plastic waste, using teams of collectors to collect waste which is then utilised or recycled via innovative business solutions relative to local needs. https://ptwist.eu/	OTTER will utilise PLASTICtwist's experience in organising plastic collection and recycling in local communities, educating the local community through active engagement in the plastic waste problem. It will take inspiration from their pilot training manuals when planning the EOC Outdoor Lab activities and try to go even further.
SySTEM (H2020) SySTEM 2020 are involved in piloting self-evaluation tools used to document science learning outside the classroom by young people between the ages of 9 and 20 years old and identifying best practices for EOC educators. https://system2020.education/	SySTEM will provide valuable experience in teaching STEAM learning outside the classroom to school and college age students and OTTER can utilise the SySTEM 2020 Map which they have built to identify networks of STEAM projects around Europe.
Joves I Ciencia program The aim of this program is to bring the opportunity to excellent secondary school students to participate in a scientific research project at the summer camp academy MónNatura Pyrenees. http://jovesiciencia.cat/projectes/descobrint-els-medicaments-de-la-natura-la-biomedicina-com-eina-la-cura-malalties	Members of TBVT have been coordinating the implementation of one of these research projects for the past eight years and will bring to OTTER the outcomes, experiences and knowledge obtained through this project. OTTER will use this to enhance skills in science education and to broaden horizons within the topic.
PERFORM Project (H2020) PERFORM aims to investigate the effects of the use of innovative science education methods based on performing arts in fostering young peoples' motivations and engagement with science, technology, engineering, and mathematics (STEM) in selected secondary schools in France, Spain and the United Kingdom. http://www.perform-research.eu/	With The Big Van Theory as partner of this project, OTTER will build on PERFORM's actions to overcome the remaining distance between young people and science and to break the unidirectional model of scientific knowledge transfer. Furthermore, PERFORM's toolkits will help us to choose best practices for the EOC programme we will develop. Our society needs more responsible citizens, with civil and

SSH and Gender dimension in research and innovation

When the integration of SSH is required, the applicants must show the roles of these disciplines or provide a justification if they consider that it is not relevant for their project.

For SSH, check out SSH Impact and Net4Society for guidelines and factsheets

Describe the gender issues in your field, unless explicitly excluded by the work programme topic.

Depending on your workplan, address gender issues with your tasks:

- Include gender analysis within the research;
- Produce policy recommendations and suggestions for future research activities;
- Keep an eye on gender aspects when organizing events, workshops, trainings.

Here are some useful sources and tips on how to address gender in R&I:
Gendered Innovations, Charter equality, Yellow Window, GE Academy

SSH in R&I content

Social sciences and humanities are key disciplines implemented in ACRONYM's One Health approach. Along with traditional biomedical disciplines (medicine and veterinary medicine, microbiology, epidemiology) and ecological and environmental disciplines, social sciences are needed to understand the complexity of the interactions between the biological, environmental and socio-economic factors driving zoonotic disease emergence in socio-ecosystems. The collection and integration of socio-economic data will be a key component of the ACRONYM project. Sociologists from XZ, along with anthropologists and economists from XY and YY will supervise the collection of socio-economic data in the study areas (Task 3.4). They will then collaborate with data scientists (ZY, YY) and modellers (YY, XZ) to integrate them into data analyses (WP4) and support the co-construction (WP7) of the sustainable innovations developed in the project (WP5 and WP6).

"The proposal persuasively describes its interdisciplinary approach, which integrates Social Sciences and Humanities (SSH) with medical, ecological, environmental and data science disciplines. The "pathogen oriented" approach is well linked with social parameters, the agent-based model being well integrated with innovative solutions on biodiversity conservation and surveillance systems."

Gender dimension in R&I content

Learning about and tackling multidimensional sustainability challenges needs to be based on an awareness of complex social dynamics, including gender balance. The gender dimension is also relevant to the content of the research the NatureBridge project will be conducting. Besides the environmental impact of climate change and biodiversity loss, there is also a socio-economic impact where sex and gender play an important role. Research shows that biodiversity loss and climate change impacts men and women differently because of different vulnerabilities (United Nations 2020). The NatureBridge project will take into account the different impact climate and biodiversity measures may have on men and women. Measures that have co-benefits in gender equality should always be prioritized.

Through these measures, we aim to contribute to the promotion of gender equality and diversity in research and innovation and ensure the full and equal participation of women in our project. Mainstream gender issues into WP2, WP3, WP4, WP5, WP6 where partners will adopt a gendered approach to multistakeholder engagement, cocreation, and capacity building.

We will use gender-inclusive language and consider gender differences in learning through all activities of the project. We will also take into account gender sensitive data when conducting the analysis of knowledge and skills acquired, and consider gender while carrying out dissemination, communication, and exploitation activities.

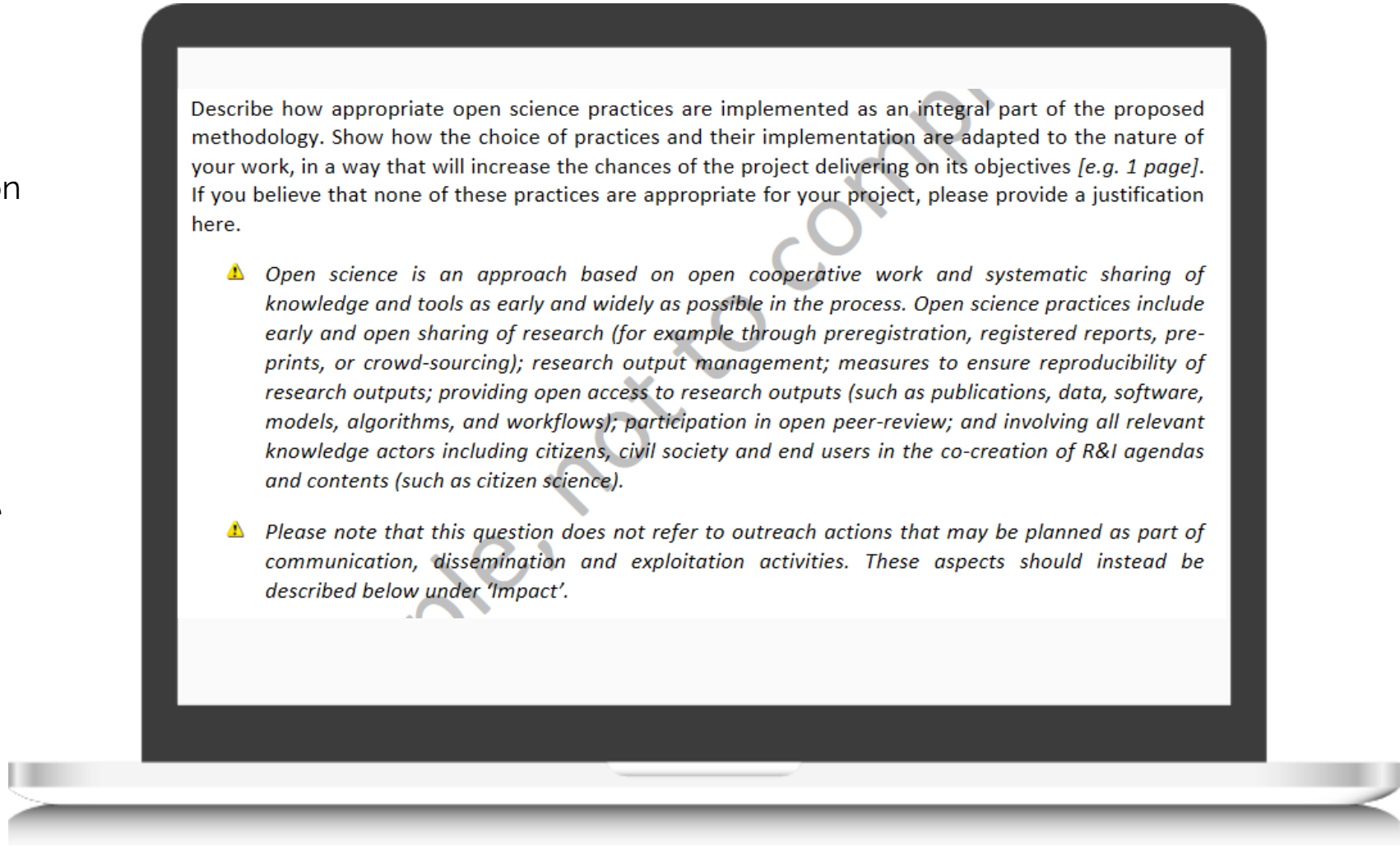
Open Innovation and Open to the World

Within 1.2, describe the methodology for collaboration with stakeholders (co-creation) and highlight how that leads to open innovation.

- Discuss impact assessment with the partners
- Link Excellence with the Work Plan
- Link Ambition with Impact
- Consider international collaboration
- Engage with the public (Social Innovation)
- Get support from CSOs and NGOs

Open Science

- **Open science** practices will be mainstreamed as the new *modus operandi* for EU research and innovation
- FAIR Principles and consolidation of European Open Science Cloud
- Better quality and productivity of research
- Faster uptake of innovation
- Engaging citizens and end-users in the co-creation
- RRI
- Clustering and packaging results
- Knowledge exchange and transfer across sectors



Check the cross-cutting issues in the work programme topic

Useful sources on Open Science and RRI: FOSTER Open Science, OPENAire, RRI Tools, Fit4RRI

Data Management

- Discuss: are you going to collect/generate data?
- How are you going to manage it?
- It may be useful to refer to your Ethics section
- Open Access to Research Data – Compulsory!
- Data Management Plan (M6) - template

Follow the FAIR principle (findable, accessible, interoperable and reusable)

3. IMPLEMENTATION

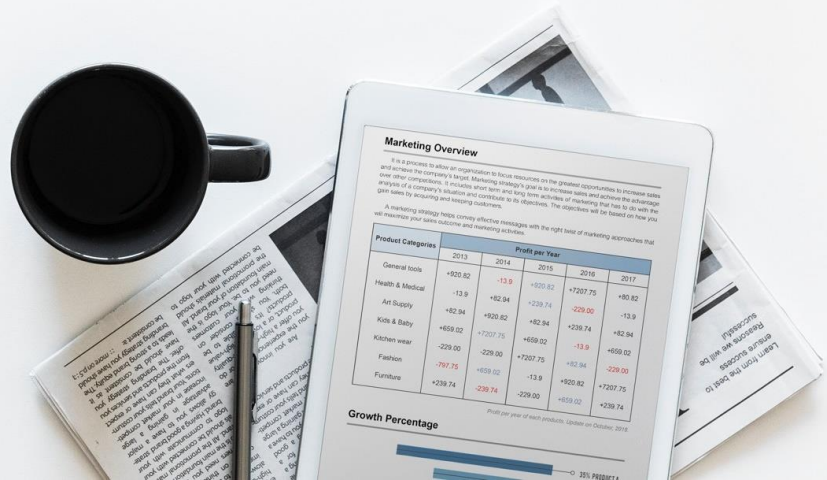
Quality and efficiency of the implementation

3.1 Work Plan and Resources (e.g. 14/19 pg.)

- Work Plan
- Resources to be committed
- Tables

3.2 Capacity of participants and Consortium as a whole (e.g. 3 pg.)

- Description of the Consortium
- Other countries and international organisations



3.1 Work plan and Resources

- Plan as if you would have to implement the project
- Be telegraphic - bear in mind page length
- Indicate clearly who is doing what
- Link activities to concrete outputs
- Set a realistic duration considering the methodology, risks, etc.
- Plan the number of your deliverables and their schedule of delivery in a careful way
  - Choose the appropriate type (R, DEM, DEC, DATA, DMP, ETHICS, SECURITY, OTHER)
  - Choose the appropriate dissemination level (PU, SEN, CL-R, CL-C, CL-S)
- Remember: it will be legally binding

Work package number	6
Work package title	Communication, Dissemination and Exploitation

Objectives

The aim of WP6 will be to maximise project's visibility, engage communities, first responders, policy makers, people at risk and other relevant actors of crisis preparedness in RESPONDIT activities, and increase literacy and awareness on prevention and crisis preparedness and the specific needs of vulnerable groups. Specific objectives:

- Create a distinct visual identity for the project
- Spread information on RESPONDIT objectives, activities and results to relevant target audiences
- Convey RESPONDIT results and success stories to scientific and professional publication outlets
- Ensure long-term sustainability of the project through cooperation with other projects/initiatives
- Provide e-learning training materials for selected target audiences

Description of work

Task 6.1 Dissemination and Communication Plan [M1-M4] Leader: GEO, Contributors: All Partners

GEO will formulate a Dissemination and Communication Plan which will represent a strategic document establishing individual partner responsibilities and timelines, guidelines and suggestions, under the continuous monitoring of GEO. It will further analyse dissemination target groups and match them with the most appropriate channels, key messages to communicate and external partners with whom to cooperate on co-dissemination, whenever relevant. As part of the plan, a distinct and original Visual Identity including a logo will be created to convey a familiar and consistent image of the project towards the external audience. It will be the basis for templates to be used by project partners in all their internal and external communication (Power Point presentations, Word documents, publications, leaflets, etc.), ensuring a consistent and professional outreach towards the targeted audience during the implementation of dissemination activities. The project website will be set up and maintained as the primary source of dissemination activities. The website will be updated at least monthly through its internal access and will be programmed and operated by GEO, refreshed with up-to-date inputs provided by the project partners. Planned menu points of the website are: About, Partners, Documents/Virtual Library, News, Events, Cooperation Network.

Task 6.2 Joint Dissemination Actions and Materials [M1-M36] Leader: GEO, Contributors: All Partners

All partners will assume responsibility to maximise the visibility of RESPONDIT. and convey its findings and outputs to the relevant stakeholders relying on their strong outreach capacity. Dissemination and communication actions will be performed by all partners, under GEO's direction, supervision and following the guidelines and strategy provided in the D&C Plan. They will be encouraged to present the project (poster

Typical myths under implementation

Dos and Don'ts

- ✓ The work plan must be driven by the project's specific objectives
- ✓ Provide details on the task distribution
- ✓ Provide self explanatory PERT diagrams and Gantt charts

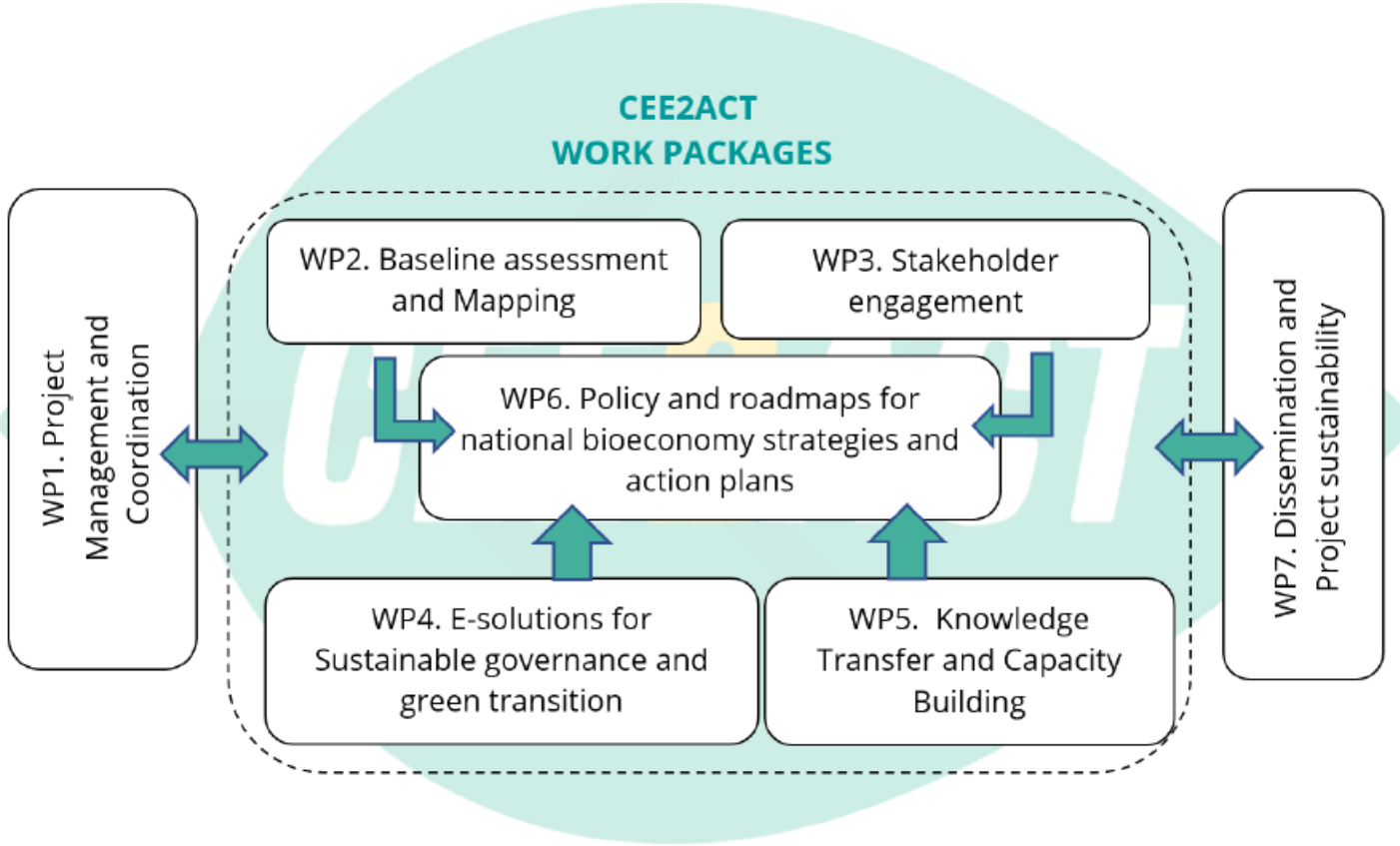
- x There is a fixed recommended number of Work Packages for HE
- x You must have an impressive number of deliverables
- x Each Work Package needs to have several milestones
- x Coordinator has to be involved in all Work Packages/lead many of them
- x We shouldn't list many risks not to look bad
- x We can convince the evaluator that our tasks need such long duration and a high budget

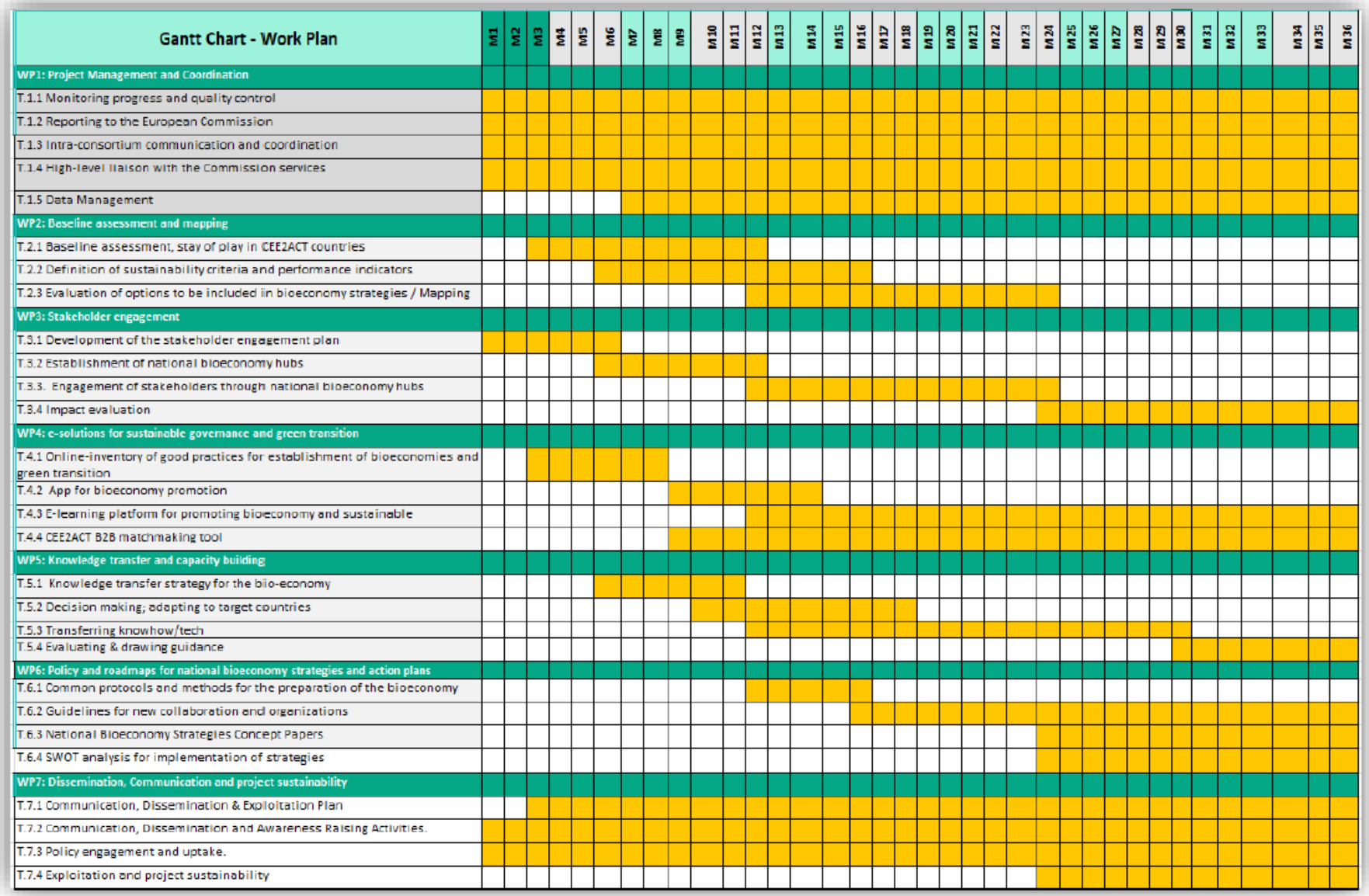
CASE STUDY

PERT and Gantt

- Both are compulsory
- PERT is the logical correlation between your work packages
- ..to be consistent with your Gantt, the project schedule

The CEE2ACT proposal




Gantt Chart - Work Plan
M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11 M12 M13 M14 M15 M16 M17 M18 M19 M20 M21 M22 M23 M24 M25 M26 M27 M28 M29 M30 M31 M32 M33 M34 M35 M36
WP1: Project Management and Coordination
T.1.1 Monitoring progress and quality control
T.1.2 Reporting to the European Commission
T.1.3 Intra-consortium communication and coordination
T.1.4 High-level liaison with the Commission services
T.1.5 Data Management
WP2: Baseline assessment and mapping
T.2.1 Baseline assessment, stay of play in CEE2ACT countries
T.2.2 Definition of sustainability criteria and performance indicators
T.2.3 Evaluation of options to be included in bioeconomy strategies / Mapping
WP3: Stakeholder engagement
T.3.1 Development of the stakeholder engagement plan
T.3.2 Establishment of national bioeconomy hubs
T.3.3. Engagement of stakeholders through national bioeconomy hubs
T.3.4 Impact evaluation
WP4: e-solutions for sustainable governance and green transition
T.4.1 Online-inventory of good practices for establishment of bioeconomies and green transition
T.4.2 App for bioeconomy promotion
T.4.3 E-learning platform for promoting bioeconomy and sustainable
T.4.4 CEE2ACT B2B matchmaking tool
WP5: Knowledge transfer and capacity building
T.5.1 Knowledge transfer strategy for the bio-economy
T.5.2 Decision making; adapting to target countries
T.5.3 Transferring knowhow/tech
T.5.4 Evaluating & drawing guidance
WP6: Policy and roadmaps for national bioeconomy strategies and action plans
T.6.1 Common protocols and methods for the preparation of the bioeconomy
T.6.2 Guidelines for new collaboration and organizations
T.6.3 National Bioeconomy Strategies Concept Papers
T.6.4 SWOT analysis for implementation of strategies
WP7: Dissemination, Communication and project sustainability
T.7.1 Communication, Dissemination & Exploitation Plan
T.7.2 Communication, Dissemination and Awareness Raising Activities.
T.7.3 Policy engagement and uptake.
T.7.4 Exploitation and project sustainability

TRAININGS

Tips for work plan in lump sum proposals

- Higher number of **WPs** (split but don't artificially modify)
- More **details** on the division of responsibilities among partners within WPs and tasks
- Less complex **work plan** with fewer interdependencies
- Different/tailored **project management** structure (consider under section 3.2: Consortium as a whole)
- Deliverable/milestone **schedules** to be aligned and cross-checked
- More **precise wording** of tasks, deliverables, milestones
- Cross-check the figures in the Excel and Part B for **consistency**

List of work packages – Actual cost grant

WP No.	Work Package Title	Lead Participant No.	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project management and coordination	1	GEO	36	M1	M36
WP2	Baseline assessment and Mapping	2	IUNG	56	M3	M24
WP3	Stakeholder Engagement	5	CSCP	102.5	M1	M36
WP4	E-solutions for Sustainable governance and green transition	1	GEO	71.5	M3	M36
WP5	Knowledge Transfer and Capacity Building	10	WR	116.5	M6	M36
WP6	Policy and roadmaps for national bioeconomy strategies and action plans	9	ULS	104.5	M12	M36
WP7	Dissemination and Project sustainability	3	G!E	63.5	M1	M36

List of work packages – Lump sum grant

WP No.	Work Package Title	Lead Participant No.	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Project management and coordination RP1	1	GEO	16	M1	M18
WP2	Project management and coordination RP2	1	GEO	20	M19	36
WP3	Baseline assessment and Mapping	2	IUNG	56	M3	M24
WP4	Stakeholder Engagement	5	CSCP	30	M1	M6
WP5	National bioeconomy hubs	6	CLuBE	72.5	M6	M36
WP6	E-solutions for Sustainable governance and green transition	1	GEO	71.5	M3	M36
WP7	Knowledge Transfer and Capacity Building Strategy	10	WR	43	M6	M18
WP8	Knowledge Transfer and Capacity Building Actions	7	RISE	73.5	M12	M36
WP9	Policy and roadmaps for national bioeconomy strategies and action plans	9	ULS	104.5	M12	M36
WP10	Dissemination and Project sustainability RP1	3	G!E	30	M1	M18
WP11	Dissemination and Project sustainability RP2	3	G!E	33.5	M19	M36

4 WPs to be completed in RP1

Risks

NEW: **Level of severity:** the relative seriousness of the risk and the significance of its effect.

Table 3.1e: Critical risks for implementation

Description of risk	WPs involved	Proposed risk-mitigation measures
Slow or ineffective communication between project management and consortium (i:Low,ii:high)	1	Importance of effective internal communication among the consortium raised at the kick-off meeting and maintained thereafter. If needed, targeted initiatives launched to encourage more effective communication (e.g. problem-solving workshops).
Low quality of the content of reports (baseline assessments, stakeholder plan, capacity building strategy and knowledge transfer programme, National bioeconomy strategy concept papers) (i:Low,ii:high)	2,3,5,6	The partners of CEE2ACT are experts in different areas and have a good understanding of the national context of bioeconomies in their countries. The background research into all these reports should ensure a high quality of content. Partners will use their substantial experience and past participation in related EU projects to develop a high-quality programme.
Insufficient level of bioeconomy stakeholder mobilization, Low participation in the NBHs(i:Low,ii:high)	3	All CEE2ACT partners are embedded in their national context, while many partners have international networks, therefore in case this (low) risk appears, the international consortium will mobilise its partners in the target countries. All partners will contact potential participants directly from the beginning of the project and they will make use of their networks and channels to promote the NBHs
No use of e-solutions (i:low ,ii:high)	4	This risk is expected to be minimal thanks to the strong stakeholder engagement and outreach capacity of the partners and the targeted dissemination activities planned in WP7 to promote and raise awareness of CEE2ACT among the project's target groups.

Resources to be committed

- Carefully estimate required efforts as well as other resources (travel, equipment, consumables, etc.)
- Consultative process led by the coordinator (neither democracy, nor dictatorship)
- Consider the work programme topic indication, yet build the budget bottom up
- Rather slightly overestimate than underestimate

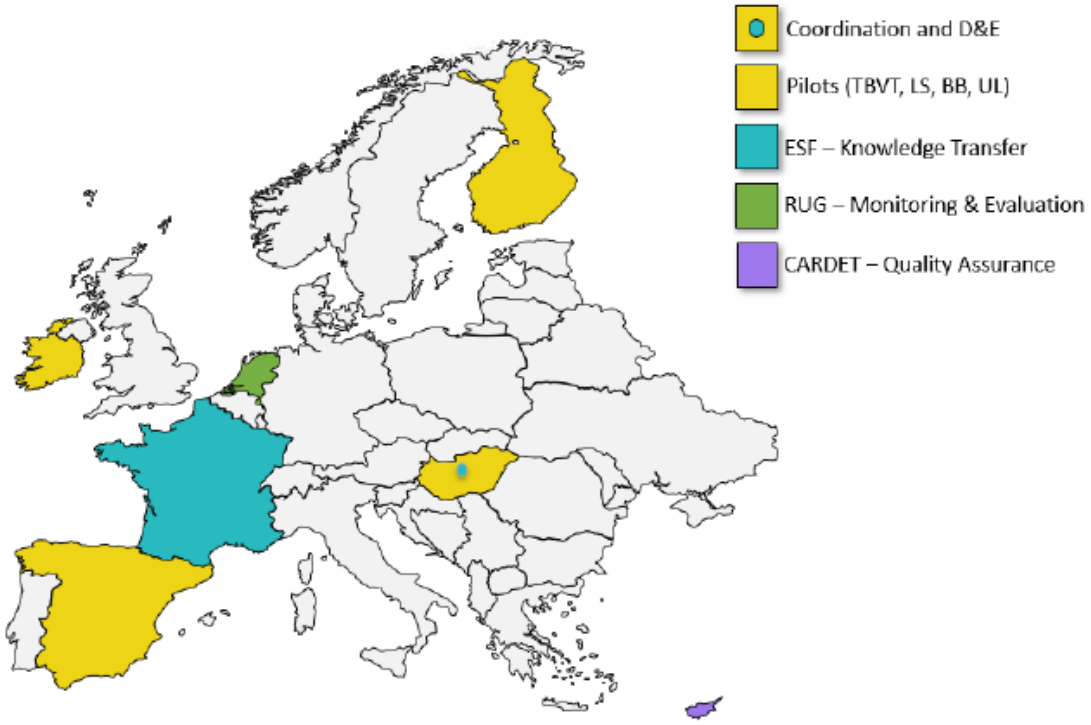
Additional:

- Subcontracting costs items
- Purchase costs items
- Other costs categories

Partner	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total PM per Participant
P1 EM	**9**	0.5	1.5	2.5	0	1.5	**8**	23
P2	**3**	1	1	1	**9**	2	3	20
P3	1	0.5	**9**	2	1	**4**	1	18.5
P4	1	**8**	1	2	1	3	2	18
P5	0.5	0	4	0	0	0.5	1	6
P6	1	2	4	1	4	**4.5**	2	18.5
P7	1	2	0.5	**9**	2	2	2	18.5
P8	0.5	3.5	2	2	4	2	2	16
P9	0.5	3	3.5	3	2	2.5	2	16.5
P10	0.5	3	4	4	1	2	2	16.5
P11	0.5	3	2	2	3.5	2	2	15
P12	0.5	2	2	2	2	2	2	12.5
P13	0.5	0	0	3	3.5	2	2	11
P14	1	6	0	1	2	3.5	2.5	16
Total Person/Months	20.5	34.5	34.5	34.5	35	33.5	33.5	**226**

3.2 Capacity of participants and consortium as a whole

- Demonstrate clearly how the partners collectively cover all of the required skills and expertise – Provide a matrix!
- Highlight complementarity in terms of geographical coverage (e.g. provide a map) and institution types
- Refer to partners' cooperation history, if applicable
- Innovation Managers, IPR, gender or ethics experts to be mentioned here (previous "management structure")
- Involvement of other countries and international organizations



Role	Partner	Innovative science engagement	Education Outside the Classroom	Formal schooling and EOC intersections	Training and workshops	Assessment methods	Environmental issues assessment	Gender, geographical and socio-economic inclusion	Event planning and logistics	Dissemination, communication, PR and marketing
Coordination and D&E	GEO				✓		✓	✓	✓	✓
Pilots	UL	✓			✓	✓		✓		
	BB	✓	✓		✓				✓	✓
	LS		✓		✓			✓	✓	✓
	TBVT	✓	✓	✓	✓					✓
Monitoring and Evaluation	RUG	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quality Assurance	CARDET	✓	✓	✓	✓	✓		✓	✓	✓
Knowledge transfer	ESF				✓			✓		✓

What did evaluators say?

TRAININGS

Excellence:

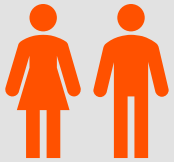
"the proposal's description of the state of the art is not sufficiently elaborated as e.g., aspects of consumer behavior are not clearly addressed. Moreover, some aspects are not sufficiently demonstrated to be innovative. For example, some of the experimental pilots are similar to initiatives that have already been developed and exist in other contexts such as e.g., food donations. Additionally, as the TRL of some developments at start and end of the project is not sufficiently specified, the technological progress is not convincingly demonstrated. This is a major shortcoming." [SCORE 3]

"Overall, the quality of the support measures is good. However, owing to a lack of details about the process of co-creation and on-boarding of stakeholders, it is unclear how foreseen measures ensure that stakeholders come together with innovative solutions, or how they foster a sustainable collaboration among stakeholders during and after the project. The coordination measures are not explicitly listed as such, but rather implicitly covered in different parts of the proposal. This network will build upon existing initiatives, which will facilitate the coordination, but the selection criterion is not clear. For instance, it is unclear what fraction of stakeholders of the present project comes from existing EU initiatives. Similarly, according to the project objectives other stakeholders will be mapped, but again the selection criteria are not clearly specified" [SCORE 3.5]

Implementation:

"the resources assigned to the management and coordination is underestimated given the size of the consortium and the project duration. This is a shortcoming.

The inclusion of expertise by consortium members related to some parts of the food supply chain such as retailers and food processors, as well as consumer and citizen organizations is not sufficiently demonstrated. This is a shortcoming. [SCORE 3.5]



thank you

for your attention

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