

Sveučilište u Rijeci
Radionica programa Obzor Europa
Širenje sudjelovanja i izvrsnosti
15. studenoga 2023.

Kako napisati dobar projektni prijedlog?

dr. sc. Ana Butković, rukovoditeljica

Sveučilište u Rijeci, Centar za potporu pripremi kompetitivnih znanstvenih projekata

ana.butkovic@uniri.hr

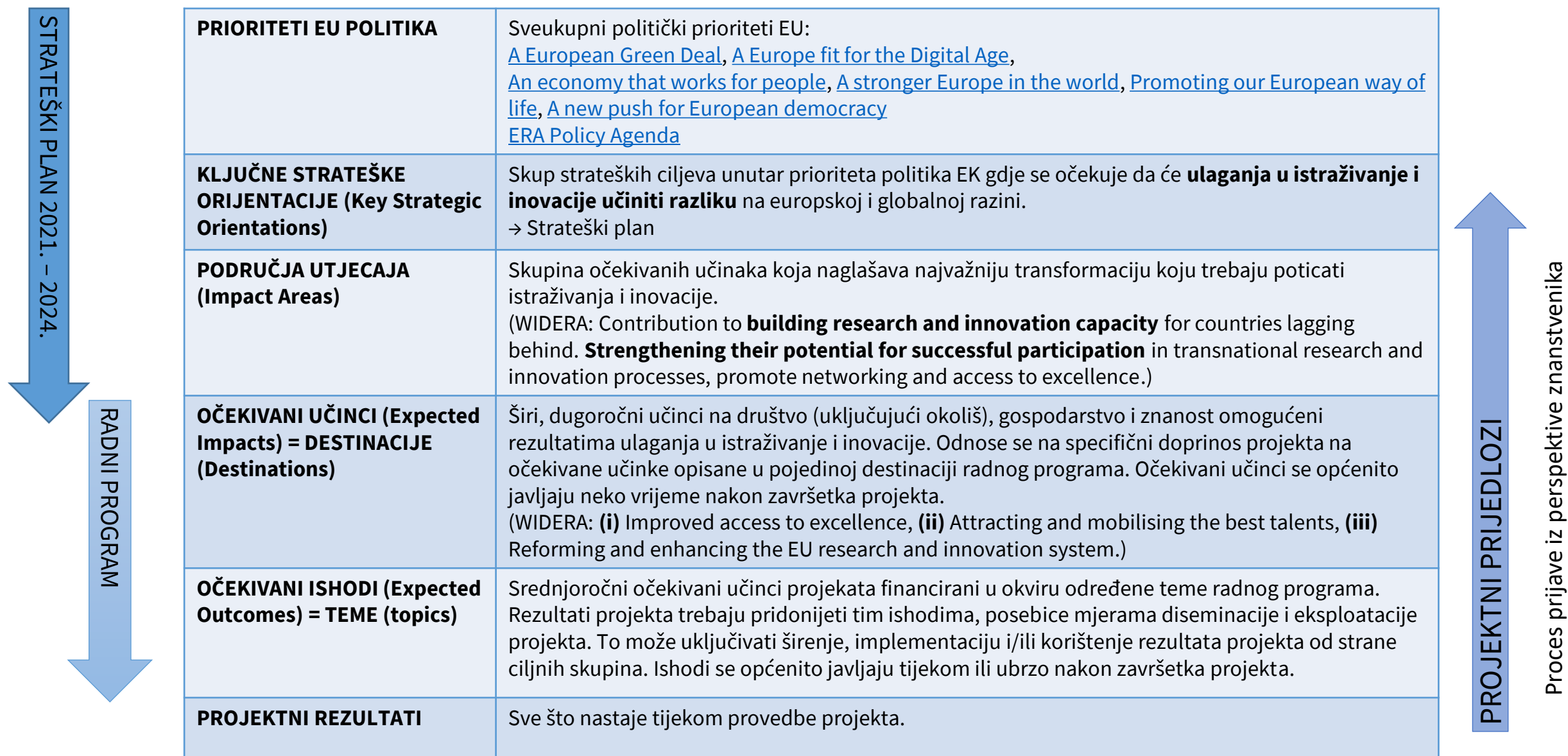
cpp@uniri.hr



UNIRI



Od politika do projekta



Prilikom pisanja projektnog prijedloga, važno je...

1. Slijediti sadržaj [poziva](#)

HORIZON-WIDERA-2023-TALENTS-01-01: ERA Chairs

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of between EUR 1.50 and 2.50 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 97.00 million.
Type of Action	Coordination and Support Actions
Legal and financial set-up of the Grant Agreements	The rules are described in General Annex G. The following exceptions apply: Eligible costs will take the form of a lump sum as defined in the Decision of 7 July 2021 authorising the use of lump sum contributions under the Horizon Europe Programme – the Framework Programme for Research and Innovation (2021-2027) – and in actions under the Research and Training Programme of the European Atomic Energy Community (2021-2025). ²⁹ .

Expected Outcome: Progress towards more and better links between research and innovation actors across the European Research Area and beyond is a requirement if Europe as a whole is to capitalise on excellence from across the continent. To foster brain circulation for researchers and innovators the intervention point of the ERA Chairs actions is attracting in a sustainable manner outstanding scientists and innovators to universities or research organisations in catching up countries and regions. This measure of “brain gain” and the

Scope: Research organisations located in Widening countries interested in establishing an ERA Chair should submit a proposal with the prospective ERA Chair holder who should be

Part 11 - Page 56 of 162

2. Slijediti upute u [prijavnom obrascu](#)



Instructions, please remove
Horizon Europe Programme

Specific Application Form (HE CSA)
HORIZON-WIDERA-2023-TALENTS-01-01: ERA
Chairs

Project proposal – Technical description (Part B)

Version 1.0
13 July 2023

3. Slijediti evaluacijske kriterije

1. EVALUATION

⚠ Applications must be evaluated as they were submitted, NOT on their potential if certain changes were made. Therefore, do NOT recommend any modifications (e.g. consortia composition, resources or budget, or inclusion of additional work packages). Shortcomings should be reflected in lower score.

⚠ If an application is partly out of scope, this should be reflected in the scoring and explained in the comments.

1. Excellence

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

- Clarity and pertinence of the project's objectives.
- Quality of the proposed coordination and/or support measures including soundness of methodology.

Comments:

Score 1 (0-5):
Threshold: 3/5

2. Prijavni obrazac – B dio



1. IZVRSNOST (EXCELLENCE)

- **ŠTO? (O čemu je projekt?)**
 - 1.1 Objectives
 - 1.2 Coordination and/or support measures and methodology

2. UČINAK (IMPACT)

- **ZAŠTO? (Zašto provoditi istraživanje/projekt? Koja je njegova vrijednost?)**
 - 2.1 Project's pathways towards impact
 - 2.2 Measures to maximise impact - Dissemination, exploitation and communication

3. PROVEDBA (QUALITY AND EFFICIENCY OF THE IMPLEMENTATION)

- **KAKO? (Kako ostvariti ciljeve (*objectives*) projekta?)**
 - 3.1 Work plan and resources
 - 3.2 Capacity of participants and consortium as a whole



3. Evaluacijski kriteriji



Excellence

Clarity and pertinence of the project's objectives.

Quality of the proposed **coordination** and/or **support measures** including soundness of **methodology**.

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.

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.



EXCELLENCE: 1.1 Objectives

1.1 Objectives
[e.g. 1 page]



Briefly describe the **objectives** of your proposed work. Why are they **pertinent to the work programme topic**? Are they **measurable** and **verifiable**? Are they **realistically achievable**?

KVANTIFICIRATI
GDJE JE GOD
MOGUĆE I
PRIKLADNO

PERSPEKTIVA EVALUATORA

- Jesu li **ciljevi (objectives) jasni**, mogu li se **kvantificirati** i jesu li **ostvarivi**? Jesu li **u skladu s očekivanim učincima** (*expected outcomes*) navedenim u radnom programu?
- Je li predloženi projekt dovoljno **ambiciozan i nadilazi li state-of-the-art** (dio koji se odnosi na istraživanje)? Uključuje li nove pojmove i pristupe, nove proizvode, usluge ili poslovne i organizacijske modele?

TIPS & TRICKS

- ✓ **SMART** – ciljevi (*objectives*) trebaju biti **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound (SMART); koristiti terminologiju (riječi i rečenice) koja se koristi u radnom programu.
- ✓ Svaki cilj može imati i skup **specifičnih ciljeva** (zajedno s KPI-ovima (*Key Performance Indicator*)) u skladu s očekivanim ishodom (*expected outcomes*) i očekivanim učincima (*expected impacts*).
- ✓ Ciljevi u 1.1 različiti su od operativnih i tehničkih ciljeva koje treba navesti u 3.1 (radni paketi)
- ✓ Paziti na formulaciju ciljeva – to je prvi kontakt (dojam) evaluatora s Vašom projektom idejom.



EXCELLENCE: 1.2 Coordination and/or support measures and methodology

1.2 Coordination and/or support measures and methodology

[e.g. 6 pages (4+2)]



Describe and explain the **coordination and/or support measures** and the overall **methodology**, including the **concepts, models and assumptions** that underpin your work. Explain how this will **enable you to deliver your project's objectives**. Refer to any **challenges** you may have identified in the chosen methodology and how you intend to overcome them.

PERSPEKTIVA EVALUATORA

- Je li (znanstvena) metodologija **jasna i ispravna**? Je li jasno na koji će način metodologija omogućiti **ispunjavanje ciljeva** projekta?
- Provode li se **prakse otvorene znanosti** kao sastavni dio predložene metodologije? Je li objašnjeno na koji će se način upravljati istraživačkim podacima (**FAIR princip: Findable, Accessible, Interoperable, Reusable**).
- Je li **rodna dimenzija** u sadržaju istraživanja i inovacija uzeta u obzir?
- Je li predložena metodologija u skladu s principom '**Ne čini bitnu štetu**' (*Do No Significant Harm*)

TIPS&TRICKS

- ✓ Jasno izložiti na koji će se način postići ciljevi (*objectives*) i pomoću kojih aktivnosti – predstaviti cjelokupni radni plan projekta (ali ne ulaziti u detalje radnih paketa (3.1)
 - ✓ većina CSA poziva ima određen % posvećen **istraživačkim aktivnostima (RIA)** koje je potrebno ovdje izložiti (projektna ideja, pristup i metodologija)
 - ✓ **CSA metodologija:** aktivnosti jačanja kapaciteta (tematske radionice i webinar, događaji umrežavanja → *know-how*, MLE – *Mutual Learning Exercise*, treninzi, konferencije, studentska putovanja, aktivnosti jačanja vidljivosti, i sl.)
- ✓ Ne ulaziti u detalje rodne ravnoteže članova konzorcija (u 3.1) već adresirati samo **rodni aspekt istraživačkih aktivnosti**.
- ✓ Povezati s **EU i nacionalnim strategijama**.

(I) IZVRSNOST (EXCELLENCE) – dodatni elementi



Open science

Mandatory immediate Open Access to publications: beneficiaries must retain sufficient IPRs to comply with open access requirements.

Data sharing as ‘open as possible, as closed as necessary’: mandatory Data Management Plan for FAIR (Findable, Accessible, Interoperable, Reusable) research data access.

Gender dimension

Under Horizon Europe the **integration of the gender dimension into R&I content is mandatory**, unless it is explicitly mentioned in the topic description.

It brings added value of research in terms of excellence, rigor, reproducibility, creativity and business opportunities It enhances the societal relevance of research and innovation .

Do no significant harm principle (DNSH)

In line with the European Green Deal objectives, the RIA should not make a significant harm to any of the six environmental objectives (EU Taxonomy Regulation):
Climate change mitigation, Climate change adaptation, Sustainable use & protection of water & marine resources, Transition to a circular economy, Pollution prevention & control, Protection and restoration of biodiversity & ecosystems.



Evaluacijski kriteriji

Excellence

Clarity and pertinence of the project's objectives.

Quality of the proposed **coordination** and/or **support measures** including soundness of **methodology**.

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.

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.



IMPACT: 2.1 Project's pathways towards impact

2.1 Project's pathways
towards impact
[e.g. 4 pages]



Provide a **narrative** explaining how the **project's results** are expected to make a **difference in terms of impact**, beyond the immediate scope and duration of the project.

Horizon Europe → **impact driven programme** → introduction of new **Key Impact Pathways (KIPs)** based on 9 key story lines (KIPs), grouped into three categories: **scientific, societal and technological/economic impacts**.

PERSPEKTIVA EVALUATORA

- Je li **doprinos** projekta prema (i) **očekivanim ishodima** (*expected outcome*) teme i (ii) **dugoročnim učincima** (*impacts*), kako je navedeno u odgovarajućim **destinacijama radnog programa**, vjerodostojan?
- Jesu li **opseg** (*scale*) i **značaj** (*significance*) doprinosa projekta **očekivanim ishodima i učincima procijenjeni i kvantificirani** (uključujući polazne vrijednosti, mjerila i pretpostavke korištene za te procjene)?
- Jesu li identificirane **potencijalne prepreke** očekivanim ishodima i učincima i jesu li predložene **mjere ublažavanja**? Je li pravilno opisano upravljanje mogućim negativnim utjecajima?

TIPS&TRICKS

- ✓ Uzeti u obzir **svaki od očekivanih ishoda** navedenih u radnom programu; **Opseg' (scale)** se odnosi na to koliko će ishodi i utjecaji biti rašireni (npr. ciljane skupine i njihov broj); **'Značaj' (significance)** se odnosi na važnost ili vrijednost tih učinaka.
- ✓ Pokazati na koji će način očekivani ishodi doprinijeti dugoročnim učincima (radni program i opis destinacije) i grupirati ih u sljedeće kategorije: **znanstveni, tehnološki/ekonomski, društveni** te u konačnici **uključiti i KPI-ove**.

Key Impact Pathways



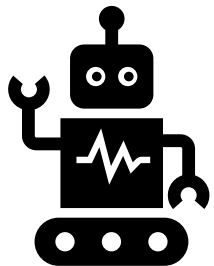
1. Creating high-quality new knowledge
2. Strengthening human capital in research and innovation
3. Fostering diffusion of knowledge and Open source

Scientific impact



4. Addressing EU policy priorities and global challenges through research and innovation
5. Delivering benefits and impact through research and innovation missions
6. Strengthening the uptake of research and innovation in society

Societal impact



7. Generating innovation-based growth
8. Creating more and better jobs
9. Leveraging investment in research and innovation

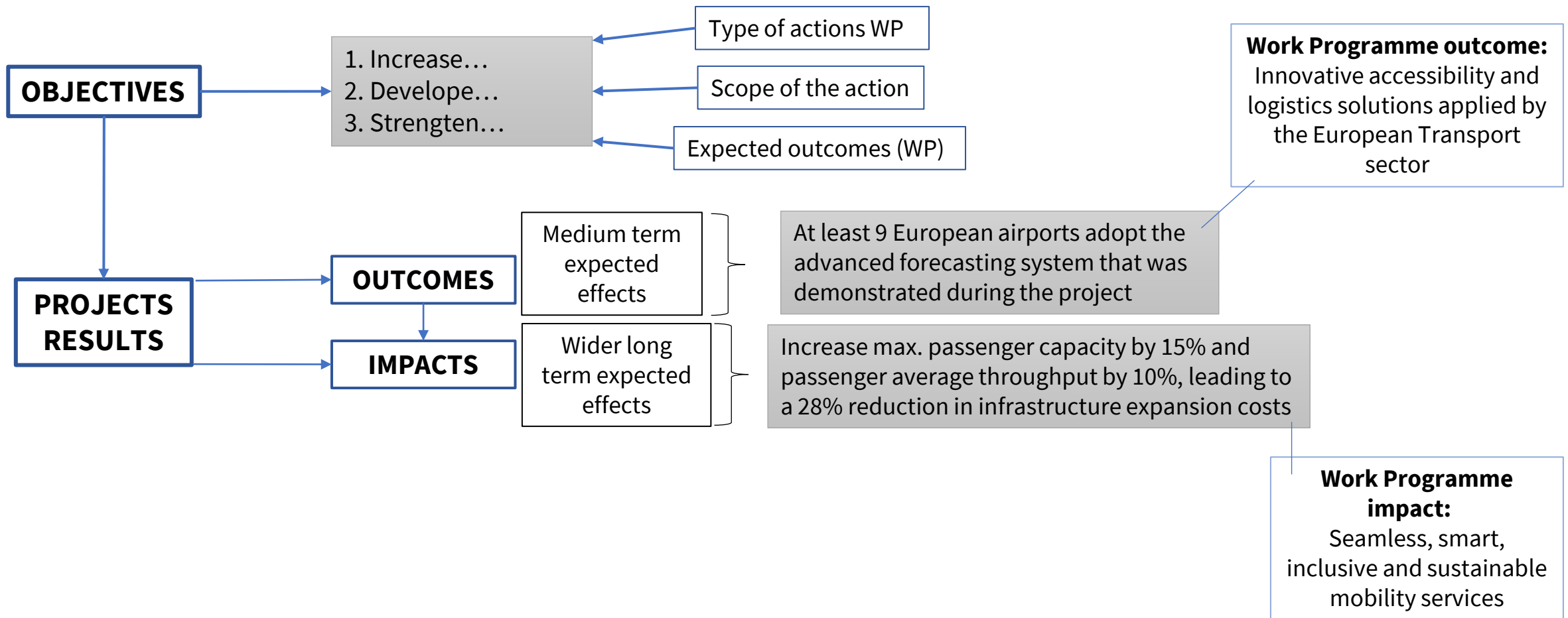
Towards technological/economic impact



IMPACT: 2.1 Project's pathways towards impact

Project's pathway towards impact

how the **project's results** are expected to make a **difference in terms of impact**, beyond the immediate scope and duration of the project; specific **contribution the project can make to the expected outcomes and impacts** set out in the Work Programme.





IMPACT: 2.2 Measures to maximise impact – D&E&C



2.2 Measures to maximise impact - Dissemination, exploitation and communication
[e.g. 5 p]



Describe the planned measures to **maximise the impact of your project** by providing a first version of your 'plan for the dissemination and exploitation including communication activities'. Describe the dissemination, exploitation and communication measures that are planned, and the target group(s) addressed (e.g. scientific community, end users, financial actors, public at large). Outline your **strategy for management of IP**.

PERSPEKTIVA EVALUATORA

- Jesu li predložene mjere [diseminacije, iskorištavanja rezultata i komunikacije](#) kvalitetne i prikladne za projekt? Jesu li ciljane skupine (npr. znanstvena zajednica, privatni sektor, građani i sl.) identificirane za navedene mjere?
- Je li strategija za [upravljanje intelektualnim vlasništvom](#) ispravno navedena i prikladna za potporu iskorištavanju rezultata?

TIPS&TRICKS

- ✓ Ne zanemarite D&E&C dio projektne prijave! Predložene mjere trebale bi biti proporcionalne opsegu projekta te sadržavati **konkretne aktivnosti** koje se planiraju provesti tijekom i nakon završetka projekta (znanstvene publikacije, izlaganja na konferencijama, ciljane radionice, ljetne škole, mrežne stranice, društvene mreže i mediji, i sl.).
- ✓ Predložena strategija/plan može biti prikazana tablično; objasniti korištenu strategiju komunikacije, predložene aktivnosti, dokazivanje ciljeva komunikacije te kvalitetu diseminacije tijekom i nakon završetka projekta.

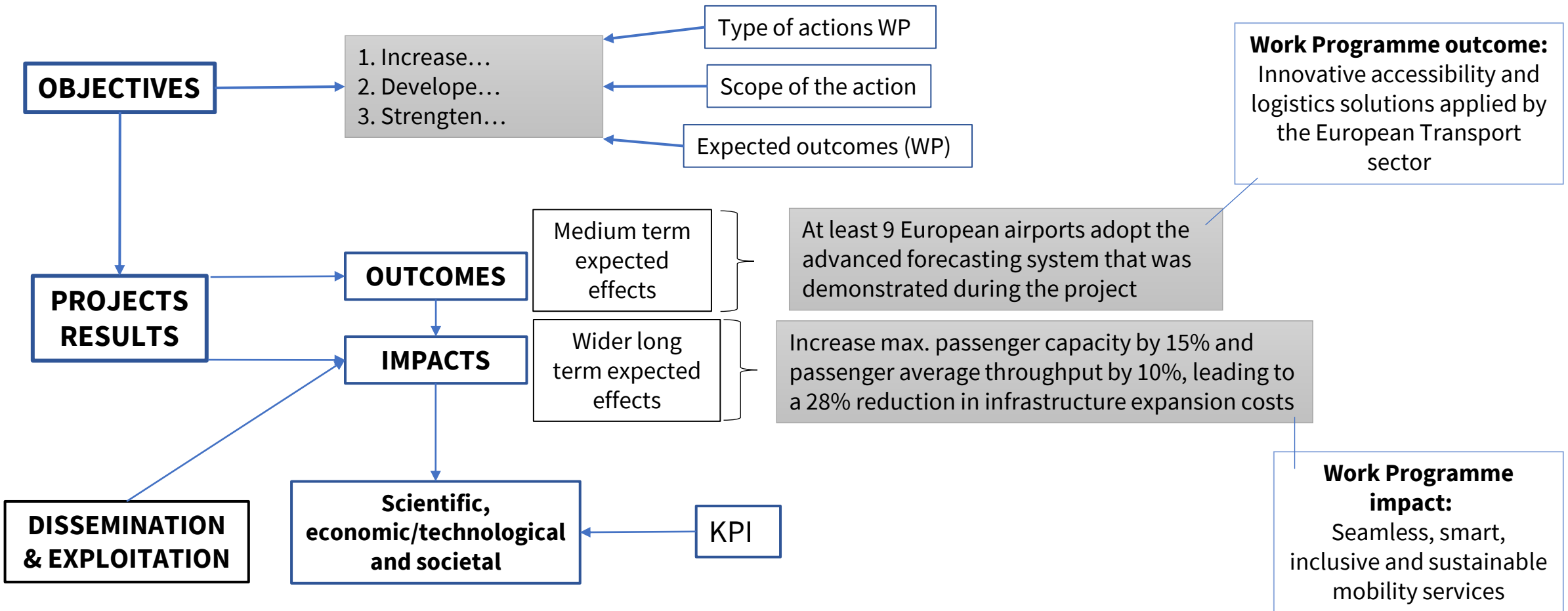
Targeted groups	Means of reaching those targeted groups	Outcomes	Indicators and targets
Industry	Trade fairs (specific to the scientific field); social media; roundtable discussions; newsletters; knowledge transfer partnership meetings	Build relationship with potential partners in industry for future collaborations and KTPs	Numbers of meetings with companies (±10)



Project's pathways towards impact

Project's pathway towards impact

how the **project's results** are expected to make a **difference in terms of impact**, beyond the immediate scope and duration of the project; specific **contribution the project can make to the expected outcomes and impacts** set out in the Work Programme.



2.3 Summary



Provide a summary of this section by presenting in the canvas below the key elements of your project impact pathway and of the measures to maximise its impact.

EXPECTED RESULTS

Detail the key results that the project will generate (prototype, demonstrators, PhD students, TechTransfer office and etc., increased competences and etc.).

Information from: Excellence Section 1.1 and 1.2 & Implementation Section 3.1 and 3.2.

D & E & C MEASURES

Detail the D, E and C measures for the project, tied to the expected results.

Information from: Impact section 2.1 and 2.2.

SPECIFIC NEEDS

What is the challenge that your project seeks to address in the context of the call topic.

Information from: Excellence Section 1.1 and section 1.2.

TARGET GROUPS

Name specific groups and tie them to D, C, E measures.

Information from: Impact Section 2.1 and section 2.2.

IMPACTS

What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme? Breakdown into types of impact and provide metrics.

Information from: Impact section 2.2.

OUTCOMES

What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)? **Information from:** Impact Section 2.1.



Evaluacijski kriteriji

Excellence

Clarity and pertinence of the project's objectives.

Quality of the proposed **coordination** and/or **support measures** including soundness of **methodology**.

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.

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.



IMPLEMENTATION: 3.1 Work plan and resources

3.1 Work plan and resources

[e.g. 10 pages (13 pages for lump sum funding)]



(i) Brief presentation of the **overall structure of the work plan** (ii) **timing** of the different work packages and their components (**Gantt chart** or similar); (iii) graphical presentation of the components showing how they inter-relate (**Pert chart** or similar); (iv) detailed work description, i.e.: a list of work packages (table 3.1a); a description of **each work package** (table 3.1b); a list of **deliverables** (table 3.1c);...

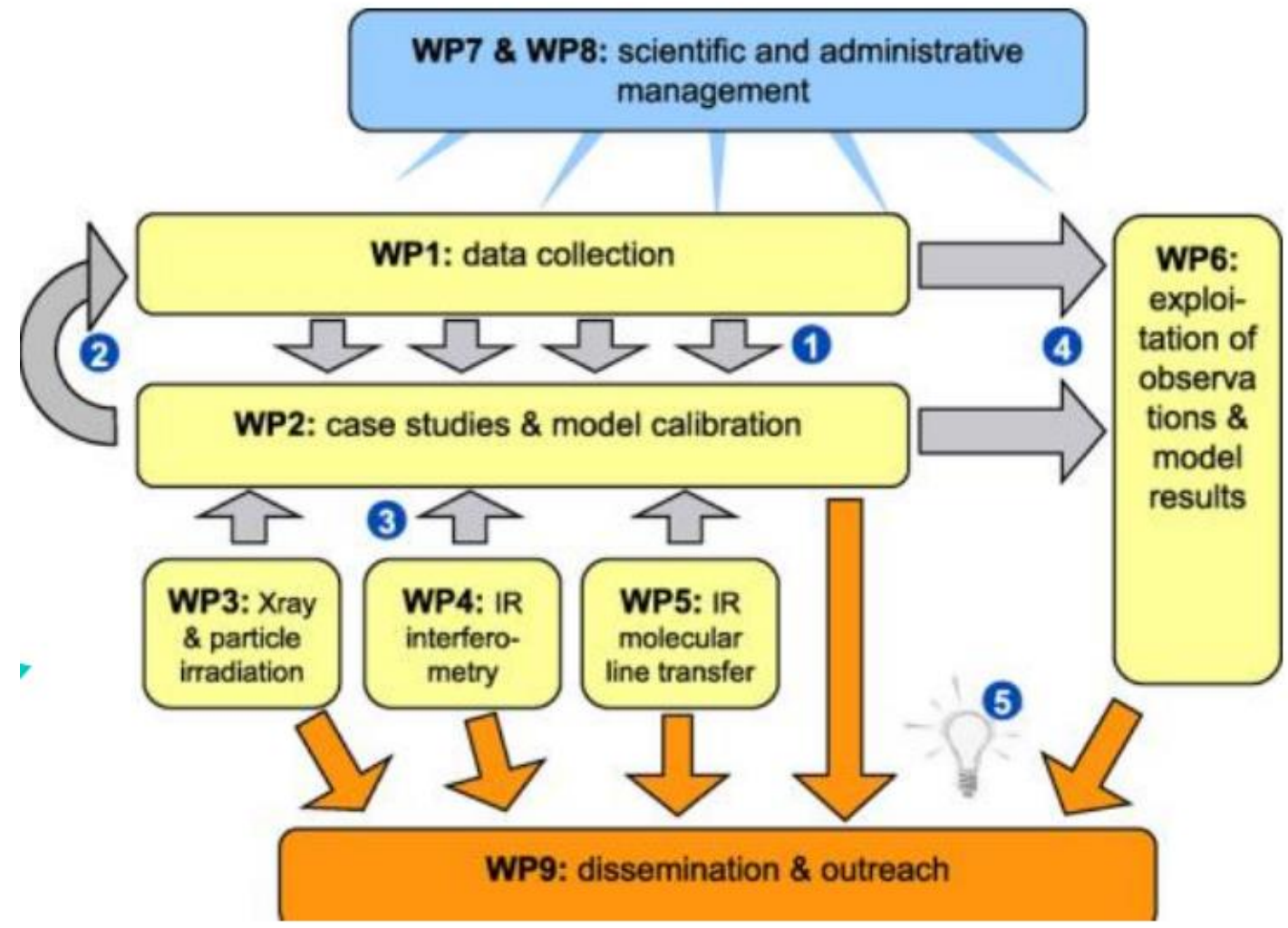
PERSPEKTIVA EVALUATORA

- Procijenite jesu li predloženi **plan rada** (*work plan*), **rad** (*effort*) i **resurse/sredstva** (*resources*) **kvalitetni i učinkoviti**? Uključuje li kvantificirane informacije kako bi se mogao pratiti napredak?
- Slijedi li **logičku strukturu** (npr. rasporedom radnih paketa)? Jesu li resursi dodijeljeni radnim planovima u skladu s njihovim ciljevima (engl. *objectives*) i rezultatima (engl. *deliverables*)?
- Jesu li kritični **rizici**, koji se odnose na provedbu projekta, identificirani i jesu li **predložene mjere za odgovarajuće ublažavanje rizika**?

TIPS&TRICKS

- ✓ Tražite od partnera informacije o njihovim **potrebama i resursima** potrebnima za izvršavanje radnog paketa. Jedna osoba (koordinator) trebala bi biti zadužena za koncepciju projekta i pisanje radnog plana (alokacija za koordinacijske aktivnosti: 3-5,5%).
- ✓ Svi partneri ne bi trebali biti uključeni u sve radne pakete, niti bi samo jedan partner trebao u cijelosti preuzeti 1 radni paket
- ✓ **Rezultati (deliverables) moraju biti konkretni i mjerljivi**; 2 – 3 rezultata po radnom paketu; popis vrsta rezultata: 3.1c
- ✓ Uključiti grafove gdje god je moguće kroz cijeli projektni prijedlog.

Pert Chart



Izvor: Jennifer McClung, *Horizon Europe Collaborative Proposals: Implementation*, National Contact Point (NCP) Culture, Creativity, and Inclusive Society

Gantt Chart



WP	Task/Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
	Milestones					1			2							3									4													5
1	recommendations	→																																				
	1.1 Innovation Needs					D1.1																																
	1.2 Awareness					D1.2																																
	1.3 Opportunities for Participation					D1.3																																
	1.4 Consolidation of findings									D1.4																												
2	Communication Strategy	→																																				
	2.1 PEDR development													D2.1						D2.3																	D2.4	
	2.2 Stakeholder Management													↑						↑																	↑	
	2.3 Creative Concept														D2.2																							
3	Communications Campaign	→																																				
	3.1 Plan & Materials									D3.1, D3.2																												
	3.2 Campaign Roll-Out																																					↓
	3.3 Campaign Evaluation																																					D3.5
4	Project Management	→																																				
	4.1 admin.&financial management																																					D4.2
	4.2 Tech. Management, QA, RM									D4.3																												
5	Ethical Requirements	→																																				
	POPD Requirement No.1									D5.1																												



IMPLEMENTATION: 3.2 Capacity of participants and consortium

3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]



Describe the **consortium**. How does it **match the project's objectives**, and **bring together the necessary disciplinary and inter-disciplinary knowledge**. Describe **how the members complement one another** (and cover the value chain, where appropriate). In what way does **each of them contribute to the project**? Show that each has a valid role, and adequate resources in the project to fulfil that role. If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project.

PERSPEKTIVA EVALUATORA

- **Odgovara li konzorcij ciljevima projekta** i spaja li potrebno disciplinarno i interdisciplinarno znanje?
- Imaju li partneri pristup kritičnoj infrastrukturi potrebnoj za provedbu projektnih aktivnosti?
- **Nadopunjuju li se sudionici?** Na koji način svaki od njih doprinosi projektu? Ima li svaki od njih valjanu ulogu i odgovarajuće resurse u projektu za ispunjavanje te uloge?

TIPS&TRICKS

- ✓ Paziti da nema preklapanja u ekspertizi.
- ✓ Usmjeriti se na povezanost konzorcija i članova tima i same projektne ideje. Svi ostali podaci upisuju se u A dijelu prijavnog obrasca (F&T portal).



Projektni prijedlozi s jednakim bodovima



Za svaku skupinu prijedloga s istim rezultatom, počevši od skupine koja je postigla najviši rezultat i nastavljajući silaznim redoslijedom sljedeći će se elementi odrediti kao faktori prioriteta:

1. Prijedlozi koji se odnose na **aspekte poziva koji inače nisu obuhvaćeni** više rangiranim prijedlozima
2. **Ravnoteža spolova** među osobljem navedenim u prijedlogu koje će biti prvenstveno odgovorno za provođenje istraživačkih i/ili inovacijskih aktivnosti,
3. **Geografska raznolikost** (broj DČ poglavito ako su podzastupljene u povlačenju sredstava EU-a)
4. Ostali elementi: **sinergije**, uključivanje **MSP**-ova i sl.



Povratne informacije za prijavitelje



Prijavitelji će biti obaviješteni u roku od 5 mjeseci nakon isteka roka za prijavu pismom o rezultatima evaluacije i sažetkom izvještaja o evaluaciji.

Rezultati evaluacije mogu biti:

- Odabrano za financiranje (*Retained for funding*)
- Na listi rezervi (*Reserve list*)
- Odbijeno zbog nedostatka proračuna u pozivu (*Rejected because no sufficient budget in the call*)
- Odbijeno zbog niske kvalitete (*Rejected because low quality*)
- U pozivima s dvije faze, prijavitelji će biti obaviješteni o rezultatima evaluacije, ali neće im biti poslan sažetak izvještaja o evaluaciji (ESR) za uspješne prijedloge u prvoj fazi.

Objectives	The goals of the work performed within the project , in terms of its research and innovation content. This will be translated into the project's results . The nature of the objectives will depend on the type of action, and the scope of the topic.
Outcomes	The expected effects, over the medium term , of projects supported under a given topic. The results of a project should contribute to these outcomes , fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.
Impacts	Wider long-term effects on society (including the environment), the economy and science , enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project.
Pathway to impact	Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project. A pathway begins with the projects' results , to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.
Research output	Results generated by the action to which access can be given in the form of scientific publications, data or other engineered outcomes and processes such as software, algorithms, protocols and electronic notebooks.
Results	What is generated during the project implementation . This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.

Korisni dokumenti



- [Radni program](#)
- [Proposal pre-screening guide](#)
- <https://wideraexperts.eu/> (proposal check)
- [ERA Policy Agenda](#)
- [The Pact for Research and Innovation](#)
- [European Commission priorities and missions](#)
- [Communication, dissemination & exploitation - What is the difference and why they all matter](#)
- [NCP WIDERA](#)



Hvala na pažnji!

dr. sc. Ana Butković, rukovoditeljica

Sveučilište u Rijeci, Centar za potporu pripremi
kompetitivnih znanstvenih projekata

ana.butkovic@uniri.hr