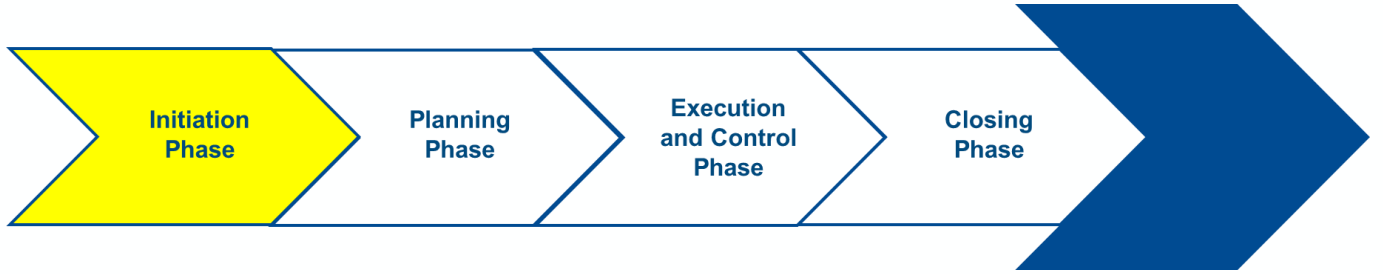
Module 2: Horizon Europe Project Life Cycle - Initiation Phase + Planning Phase

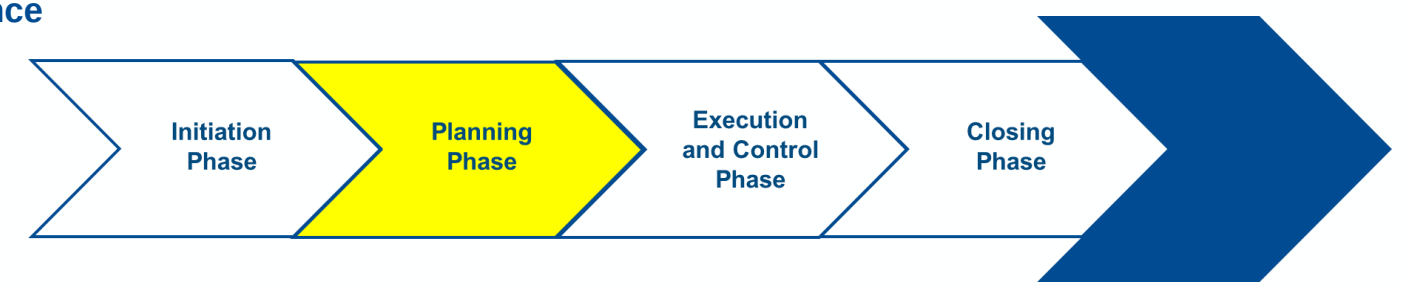
Giles Brandon (Intelligentsia Consultants), Project Management Training, Friday 28th March 2025

Agenda

1. **Initiation Phase**
   - i. Registering to the EU funding and tenders portal
   - ii. Identifying Horizon Europe calls for proposals
   - iii. Understanding call conditions
   - iv. Investigating existing related Horizon Europe projects
   - v. Developing a project charter aligned with EU priorities
   - vi. Building a consortium



2. **Planning Phase**
   - i. Standard application forms
   - ii. Drafting the proposal Part B: Section 1. Scientific Excellence
   - iii. Drafting the proposal Part B: Section 2. Impact
   - iv. Drafting the proposal Part B: Section 3. Implementation
   - v. Resource allocation (personnel, financial, …)
   - vi. Proposal submission
   - vii. Proposal evaluation
   - viii. Grant agreement preparation
   - ix. Consortium agreement



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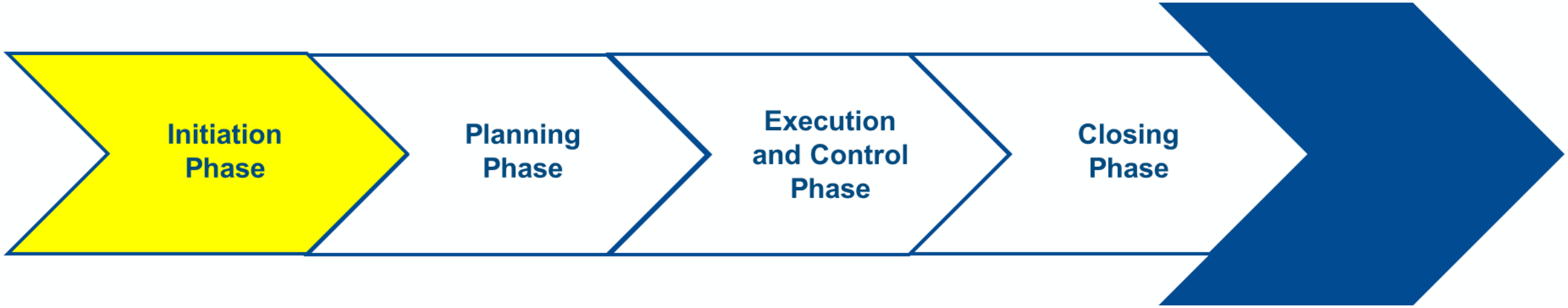
1. Initiation Phase



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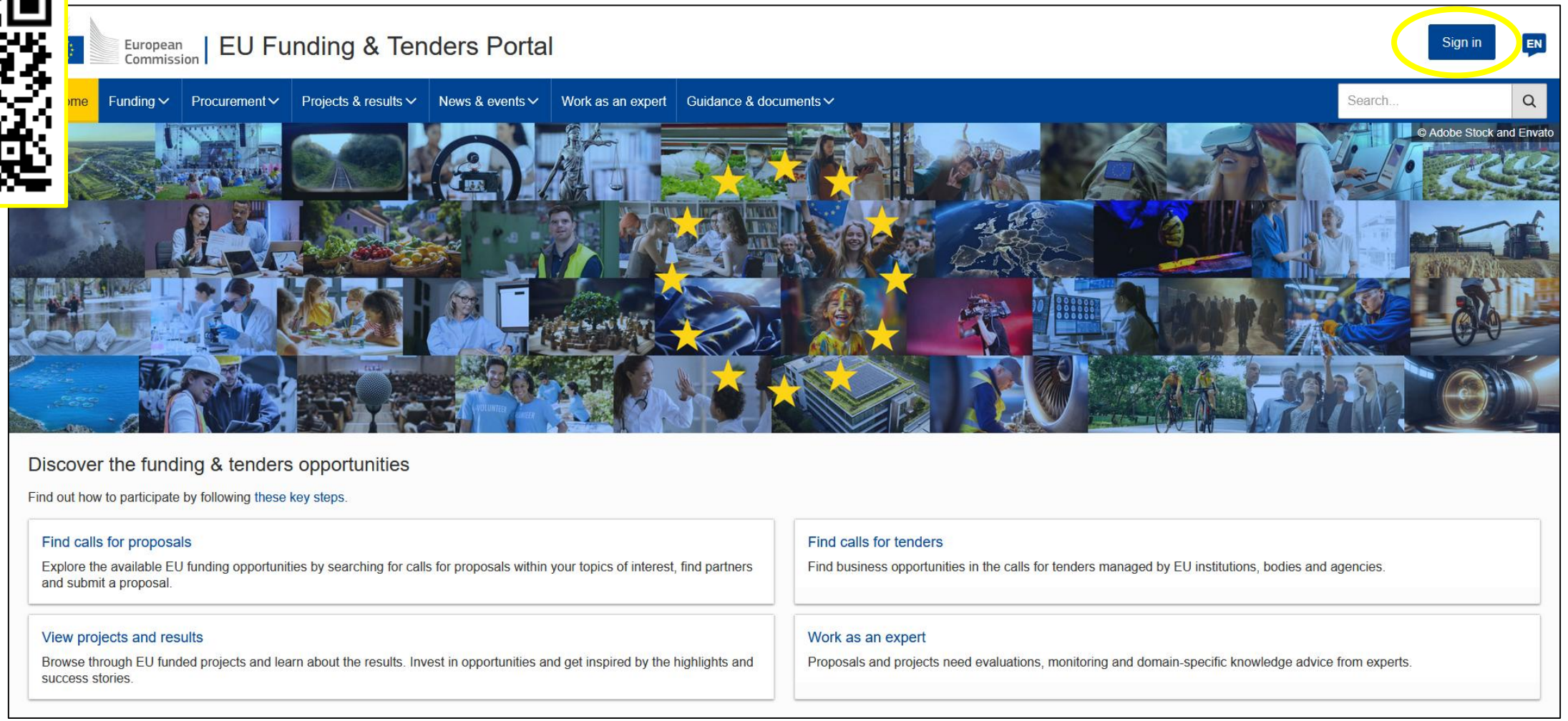
Registering as a User on the EU's Funding and Tenders Portal (1 of 1)



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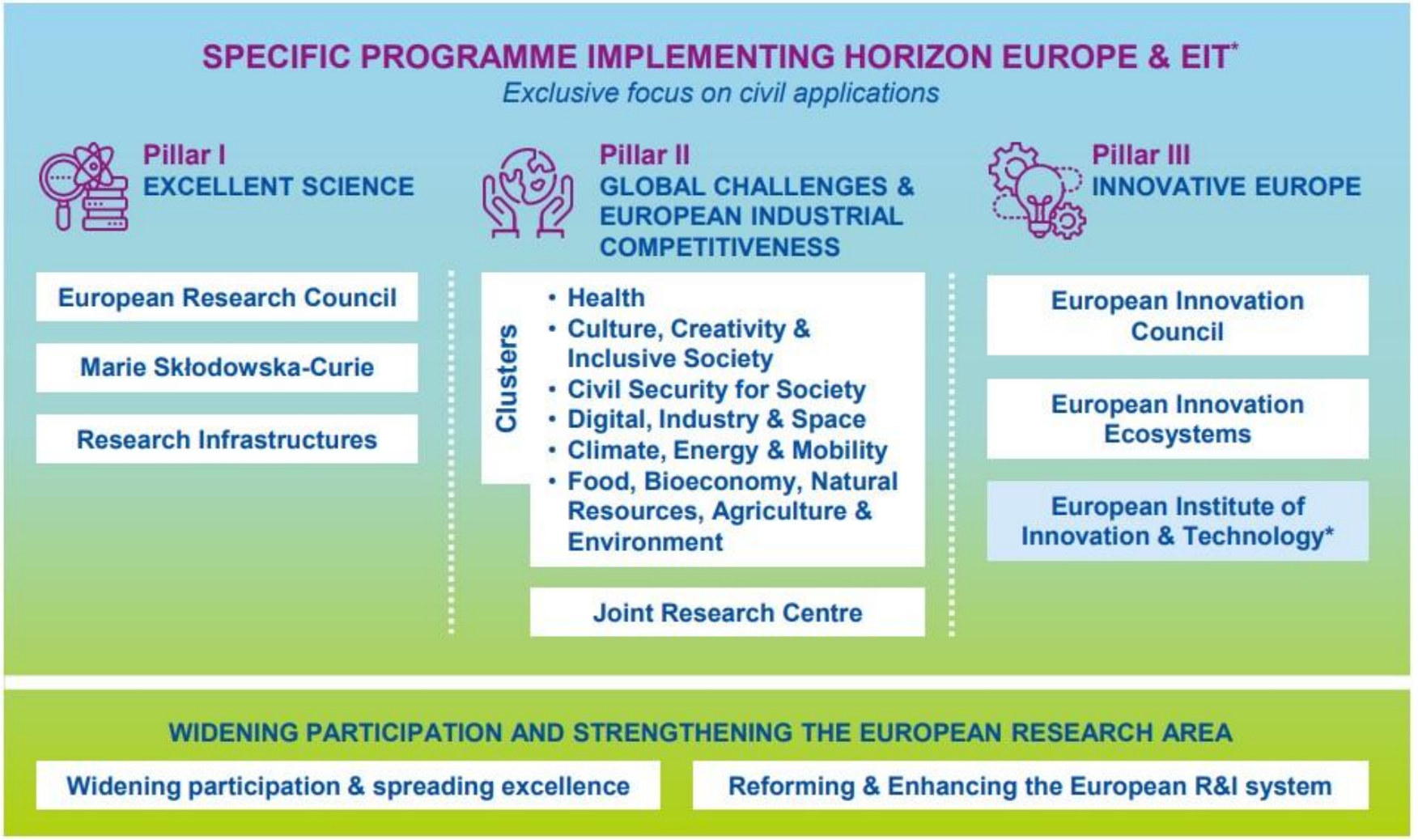
Identifying Horizon Europe calls for proposals (1 of 6)

- **Budget:** €95.5 billion
- **Duration:** 2021-2027
- **Structure:** Three pillars: (1) Excellent Science, (2) Global Challenges and European Industrial Competitiveness, and (3) Innovative Europe
- **Support:** Supports a wide variety of projects and initiatives, from fundamental science to close-to-market activities.



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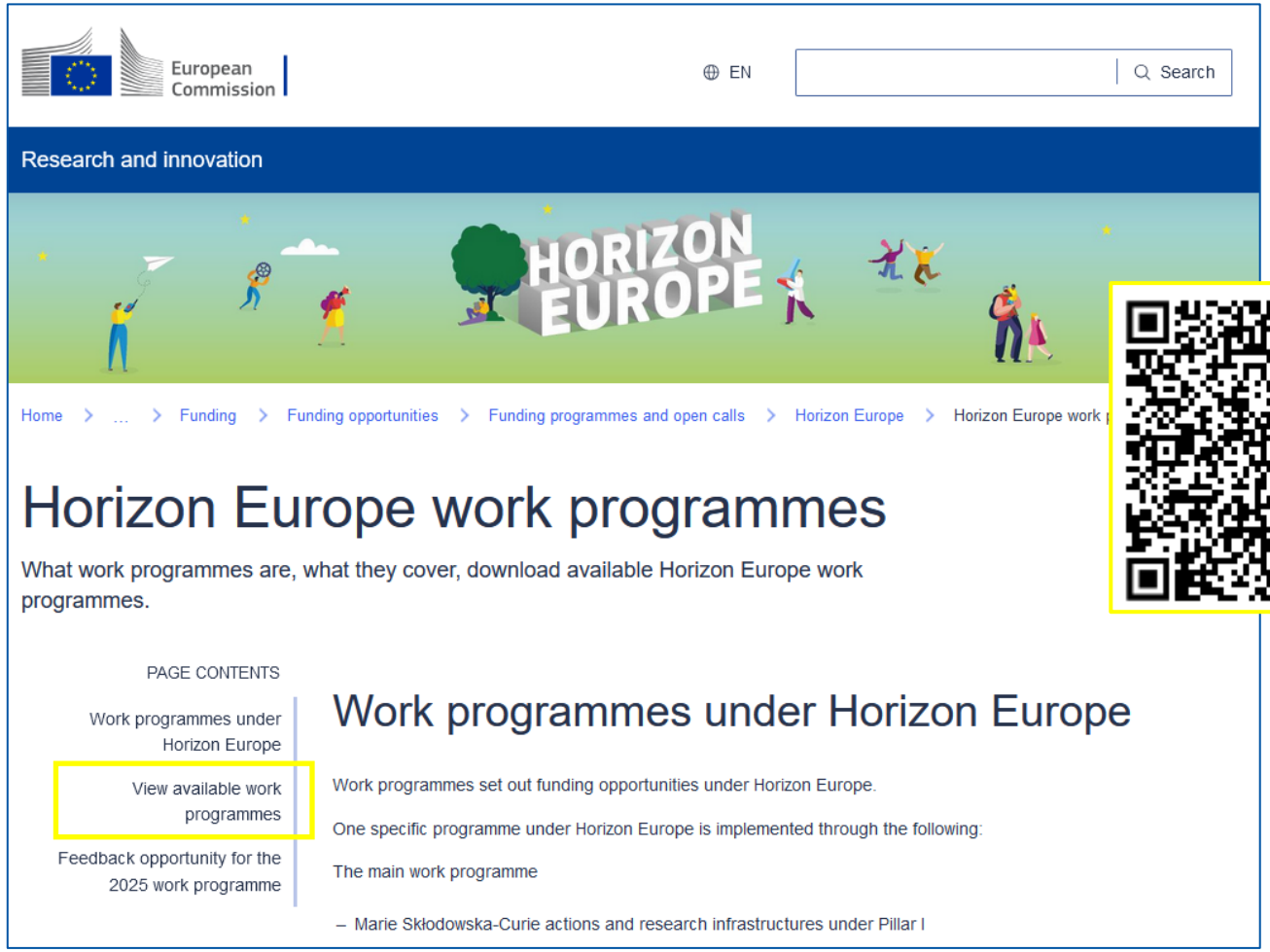
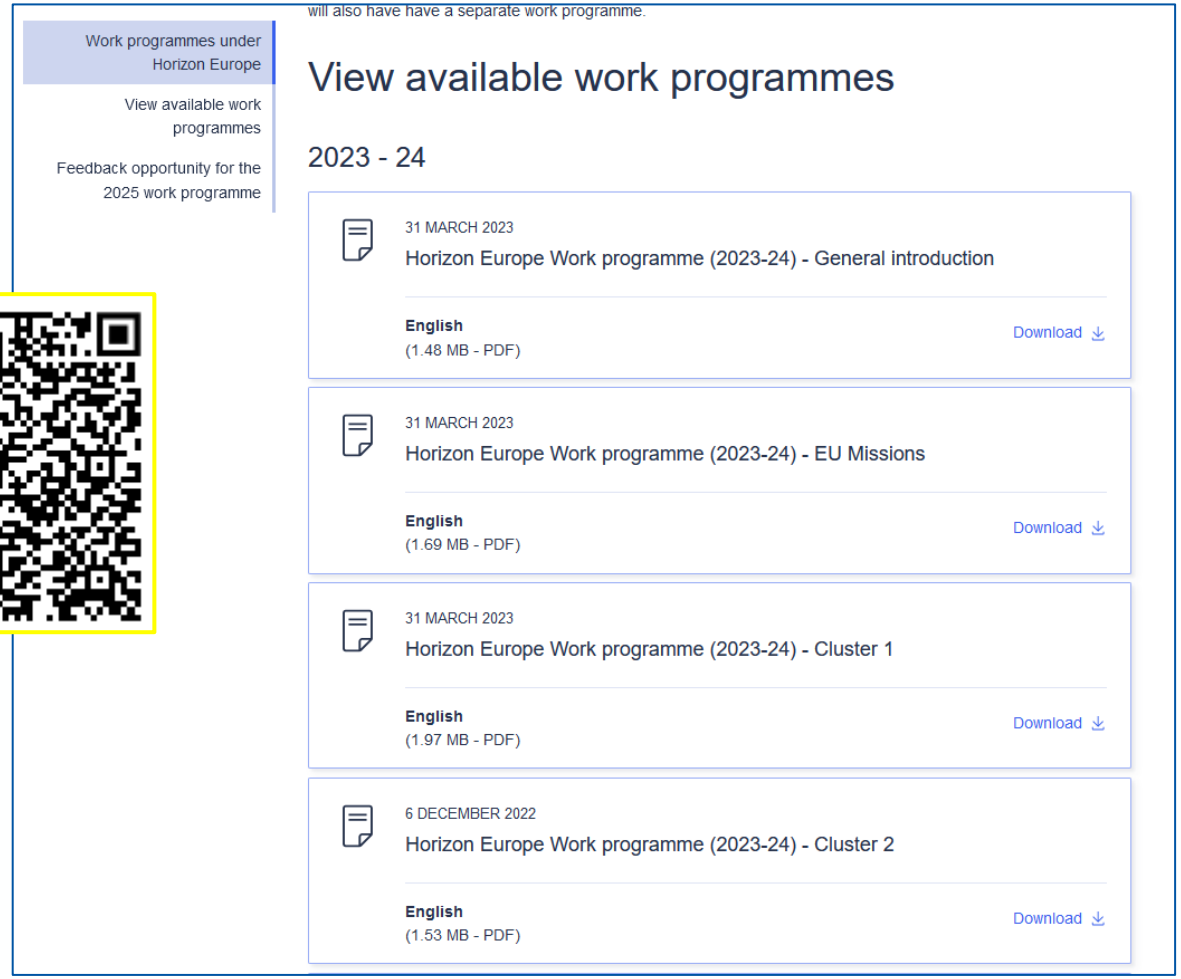
Make sure to download the latest Horizon Europe work programmes for the area you are interested in e.g. Widening participation and spreading excellence.

Identifying Horizon Europe calls for proposals (2 of 6)

Make sure to download the latest Horizon Europe work programmes for the area you are interested in e.g. Maria Skłodowska-Curie Actions





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Identifying Horizon Europe calls for proposals (3 of 6)

- Make a keyword search of the text in work programme to identify potential matches with your interests.
- Check “Conditions for the Call” (**call deadline**, budgets, EU contribution per proposal, …).
- Read carefully “Expected Outcome”, “Scope”, …


European Commission

EN

Horizon Europe

Work Programme 2023-2025

2. Marie Skłodowska-Curie Actions

(European Commission Decision C(2024) 2371 of 17 April 2024)

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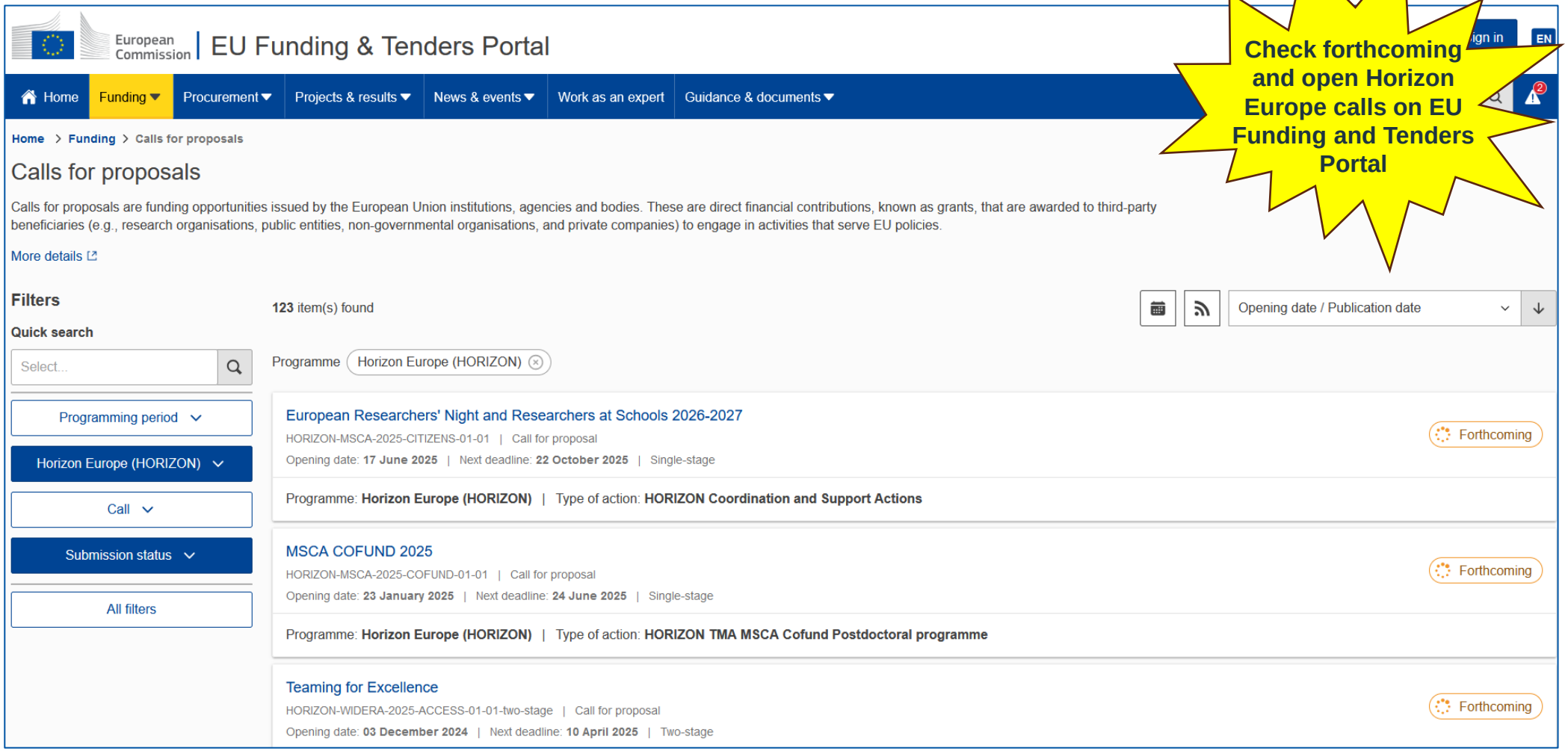
Identifying Horizon Europe calls for proposals (4 of 6)

Check forthcoming and open Horizon Europe calls on EU Funding and Tenders Portal



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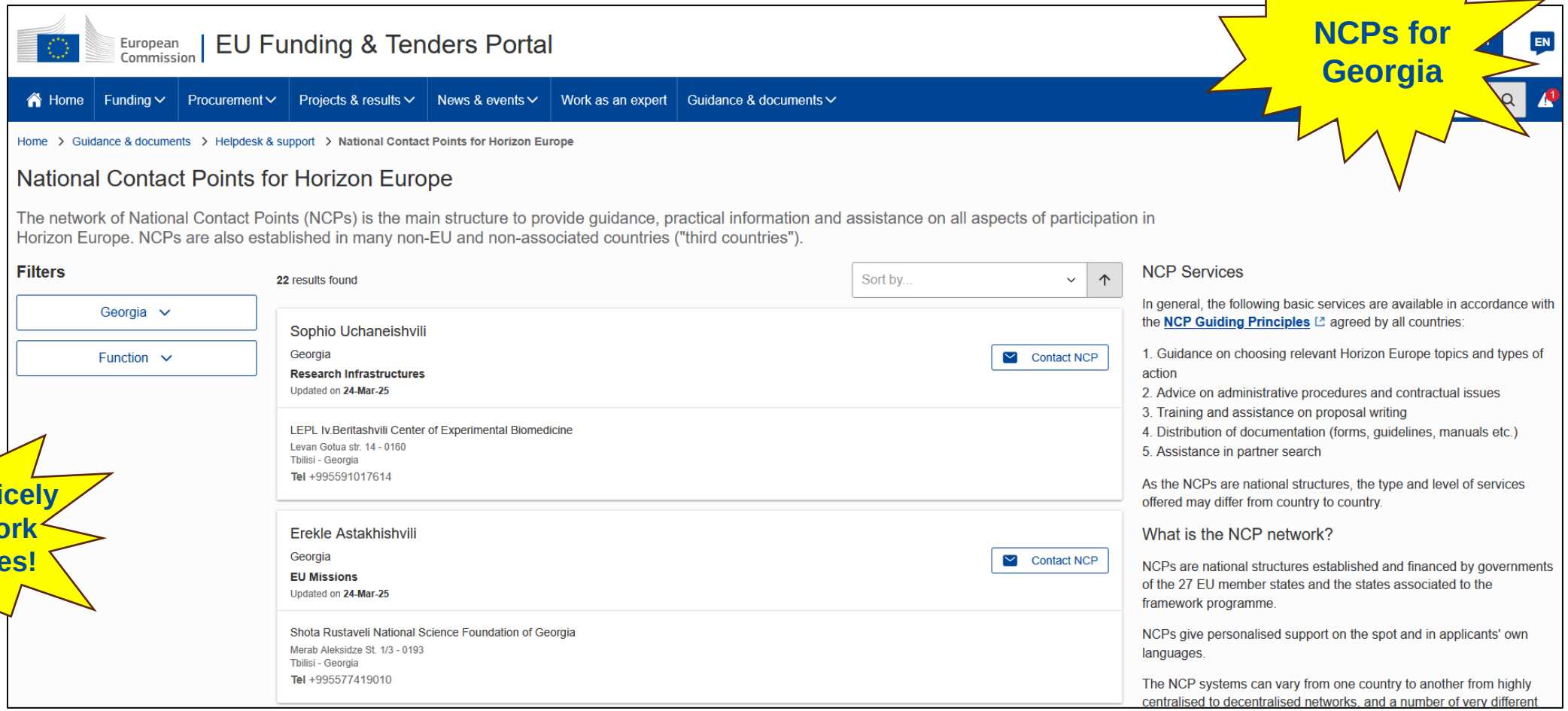
Identifying Horizon Europe calls for proposals (5 of 6)

NCPs for Georgia



Ask NCPs nicely for draft work programmes!

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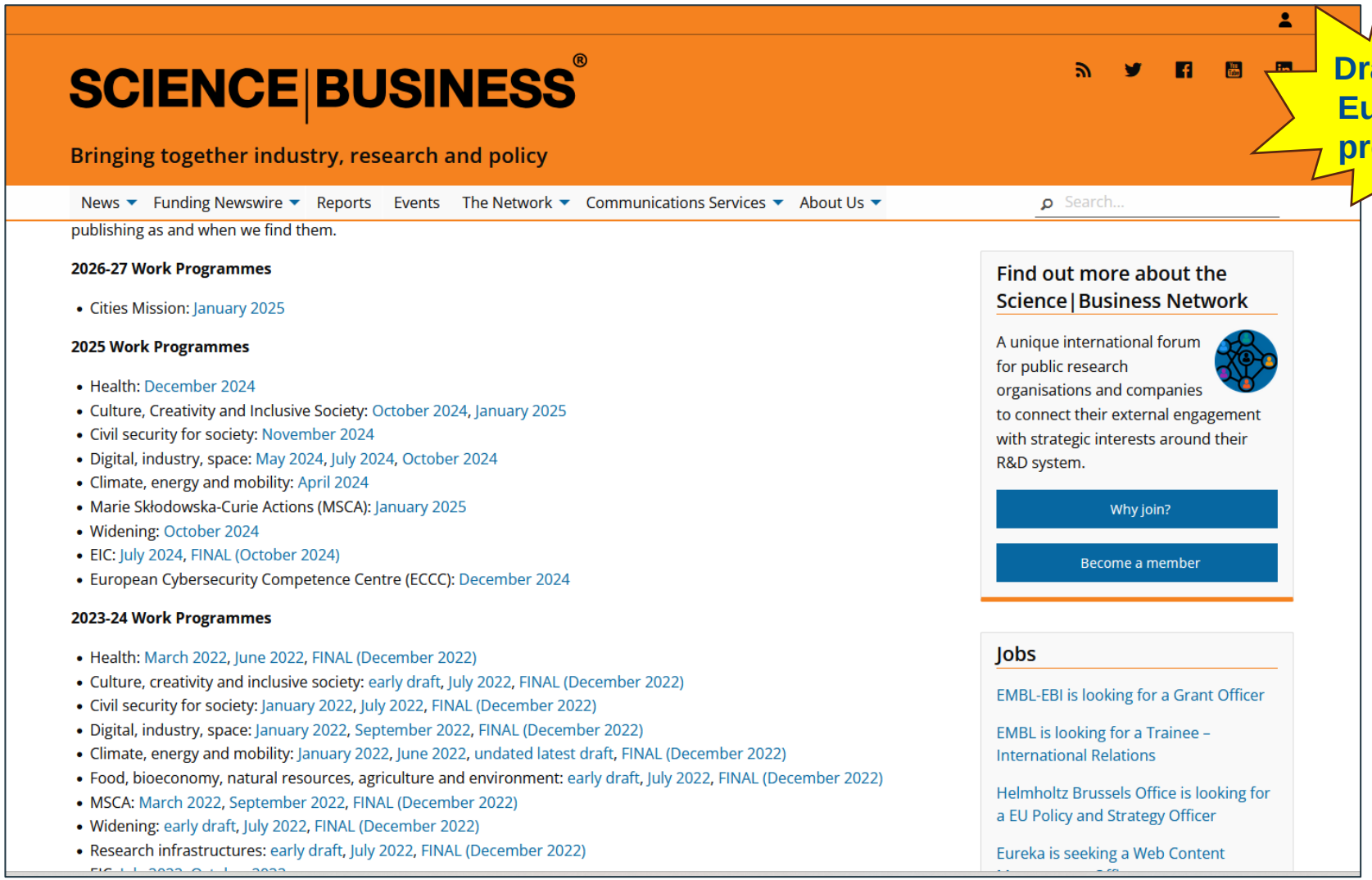
Identifying Horizon Europe calls for proposals (6 of 6)

Draft Horizon Europe work programmes



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2026-27 Work Programmes

- Cities Mission: January 2025

2025 Work Programmes

- Health: December 2024
- Culture, Creativity and Inclusive Society: October 2024, January 2025
- Civil security for society: November 2024
- Digital, industry, space: May 2024, July 2024, October 2024
- Climate, energy and mobility: April 2024
- Marie Skłodowska-Curie Actions (MSCA): January 2025
- Widening: October 2024
- EIC: July 2024, FINAL (October 2024)
- European Cybersecurity Competence Centre (ECCC): December 2024

2023-24 Work Programmes

- Health: March 2022, June 2022, FINAL (December 2022)
- Culture, creativity and inclusive society: early draft, July 2022, FINAL (December 2022)
- Civil security for society: January 2022, July 2022, FINAL (December 2022)
- Digital, industry, space: January 2022, September 2022, FINAL (December 2022)
- Climate, energy and mobility: January 2022, June 2022, undated latest draft, FINAL (December 2022)
- Food, bioeconomy, natural resources, agriculture and environment: early draft, July 2022, FINAL (December 2022)
- MSCA: March 2022, September 2022, FINAL (December 2022)
- Widening: early draft, July 2022, FINAL (December 2022)
- Research infrastructures: early draft, July 2022, FINAL (December 2022)

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Understanding call conditions: some definitions (1 of 3)

Project type	Direct costs (€)	Indirect costs (€)	Total costs (€)	Funding rate	Grant amount (€)
Research and Innovation Actions (RIA); **Coordination and Support Actions (CSA)**	100.-	25.-	125.-	100 %	**125.-**
Innovation Actions (IA) **– regular rate**	100.-	25.-	125.-	70 %	**87.50**
Innovation Actions (IA) **– rate for non-profit organisations**	100.-	25.-	125.-	100 %	**125.-**

- **RIA** are collaborative projects funding research activities upstream of a commercial product or service (technology readiness levels TRLs 2-6). Enable exploration of new technologies, methods, products, or improvement of existing ones.
- **IA** are collaborative projects funding research activities closer to a commercial product or service (TRLs 6-8).
- **CSA** improve cooperation to strengthen the European Research Area including standardisation, dissemination, awareness-raising, communication and networking activities, policy dialogues, mutual learning or studies.

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Understanding call conditions: some definitions (2 of 3)

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Understanding call conditions (3 of 3)

HORIZON-CL4-2023-DIGITAL-EMERGING-01-50: Next generation quantum sensing and metrology technologies

1. Specific Conditions

- Expected EU contribution per project, Indicative budget, Type of action (RIA, IA or CSA), Eligibility conditions (e.g. call is limited to Member States, associated countries, OECD and Mercosur countries), Technology readiness level (e.g. start at TRL 2-3 and finish at TRL 4-5), legal and financial set-up of the grant agreements

2. Expected Outcome

- Typically, several paragraphs of text identifying the expected outcomes the proposal is expected to contribute to.

3. Scope

- Typically, extensive text describing the scope of the call.

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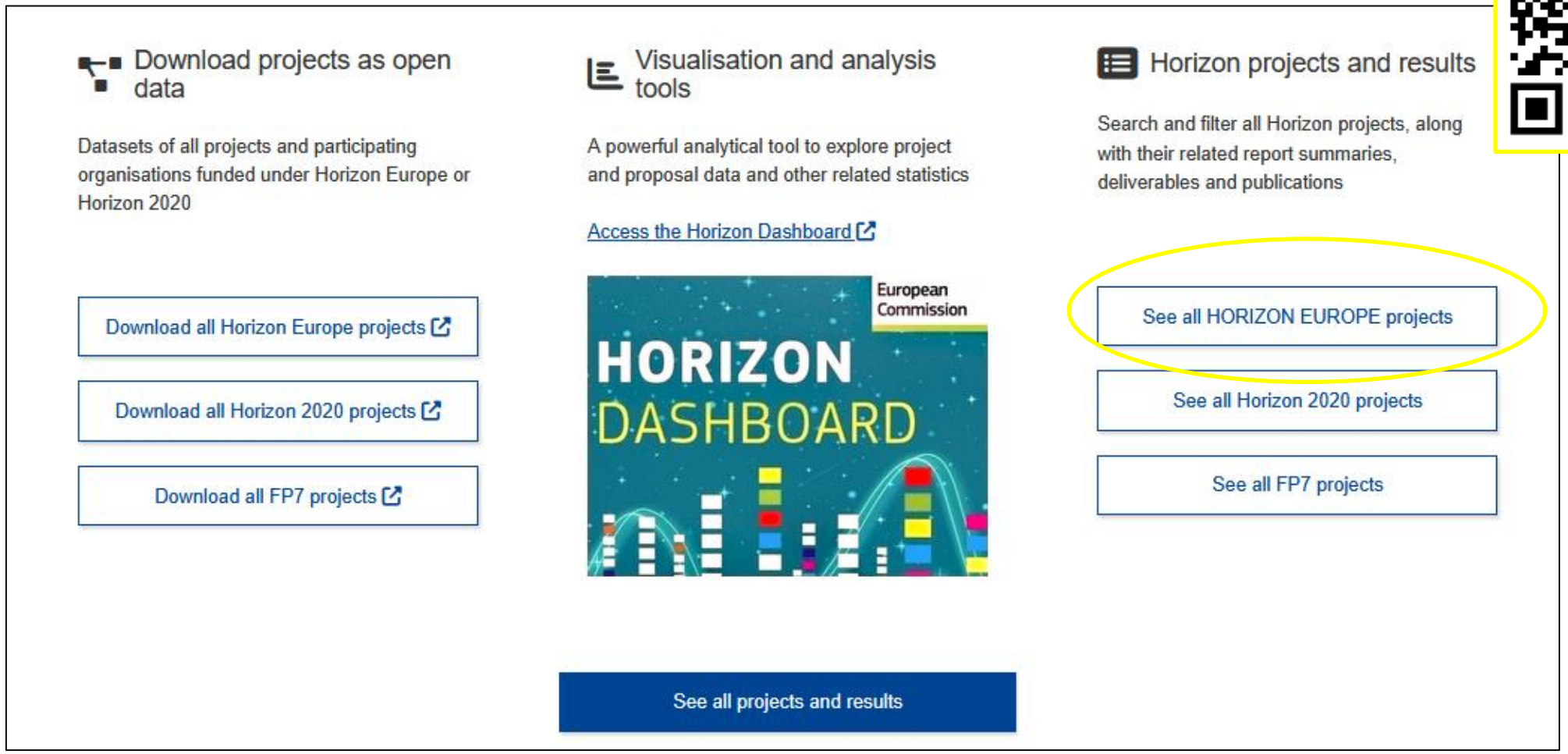
Investigating existing related Horizon Europe projects (1 of 2)

- **Check out the EC's CORDIS project database.**



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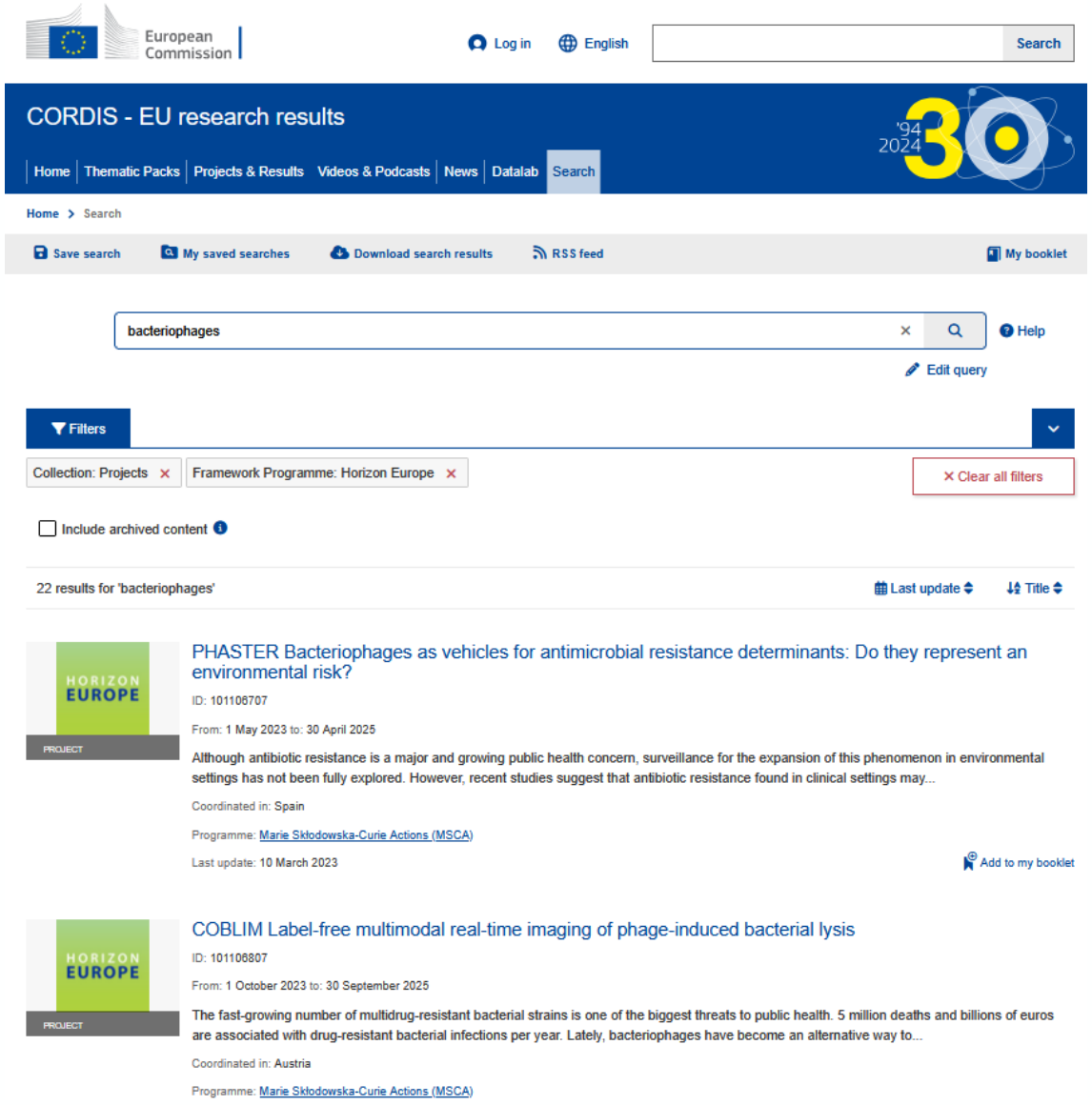
Investigating existing related Horizon Europe projects (2 of 2)

- **Check out the EC's CORDIS project database.**



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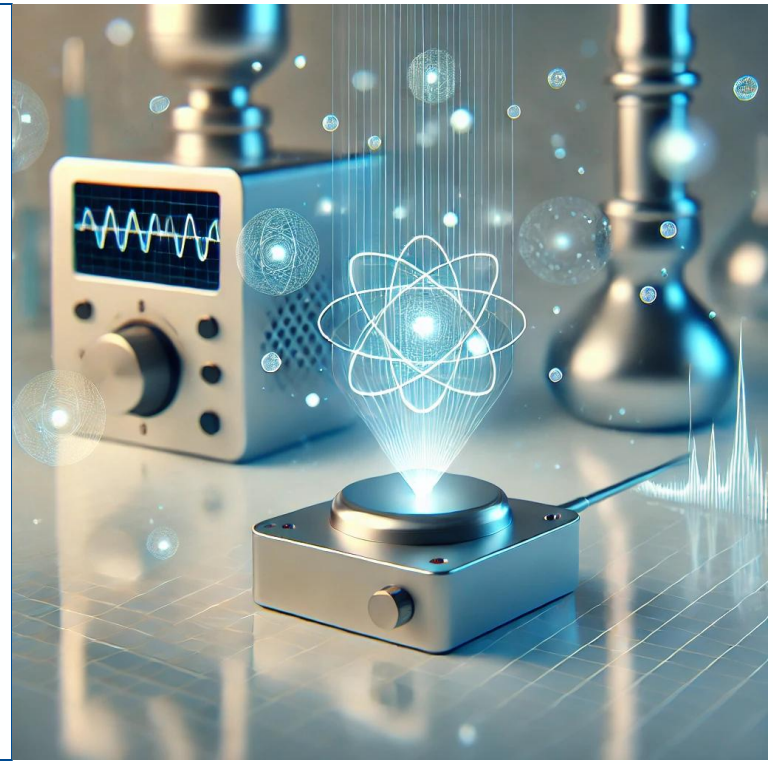
Developing a project charter aligned with EU priorities (1 of 2)

- **Document project initiation by creating a *Project Charter*:**
  - A ***Project Charter*** (also referred to as *Project Abstract*) serves as an informal contract between the project team and the sponsor, and outlines the scope, objectives, stakeholders, and key deliverables of the project.

- **Case Study: Next generation quantum sensing and metrology technologies**
  - **Project Title:** "Quantum Sensing and Metrology Breakthroughs for Extreme Precision Applications"
  - **Project Objectives:** a) Develop advanced quantum sensors with enhanced accuracy, sensitivity, and noise control; b) Build and demonstrate lab prototypes (TRL 2-3 to 4-5) for key applications (e.g., medical diagnostics, navigation); c) Optimize quantum software using machine learning and statistical methods.
  - **Key Stakeholders:** Project team, EU Commission, Quantum Technologies Flagship, Research institutions, metrology experts, and industry partners, End users (healthcare, aerospace, and IoT).
  - **Expected Deliverables:** Functional lab prototypes demonstrating performance gains, Optimized quantum software for detection applications, Noise suppression methods and protocols.
  - **Preliminary Timeline:** 3 years from the project's start date (Project Kickoff: M0-M3;Design & Development M4-M12; Prototype Construction M13-M24; Integration & Testing M25-M36).



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Developing a project charter aligned with EU priorities (2 of 2)

A suggested practical approach on how to prepare a project charter (if you find the process difficult):

1. **Print the key pages:** Print out the key sections of the call from the work programme. Highlight key terms and phrases. Keep the pages accessible on your desk for easy reference and review.
2. **Extract important text sections:** Copy the “expected outcome” and “scope” sections from the call text into a Word document. Break up the text into simpler bullet points/short paragraphs and insert in a table with rows of tick boxes (so you can tick off each of the requirements as you prepare your charter).
3. **Share the call text:** Distribute the relevant pages of the call text to your experienced colleagues and potential consortium partners.
4. **Brainstorm and sketch ideas:** Begin outlining your project idea on paper or visualise your thoughts using thought bubbles on a whiteboard or Powerpoint.
5. **Engage key partners:** Arrange an online meeting with the core consortium partners to review the call text and discuss the initial project concept.
6. **Draft an initial version:** Write a first draft of your project charter.

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Building a consortium (1 of 2)

- Check carefully the call text to identify the minimum consortium requirements (e.g. at least three independent legal entities from three different Member States or Associated Countries).
- Typically, 5-10 partners in an RIA and IA with a €3-6m budget.
- Identify an initial “critical mass” of partners e.g. 5+ partners.
- Identify who will be the proposal coordinator and who will be the lead proposal writer (not necessarily the same person!)
- Organise meeting(s) with the “critical mass” to structure the proposal
  - Ideally, face-to-face with a white board
  - Alternatively, online with one person good at editing MS Powerpoint

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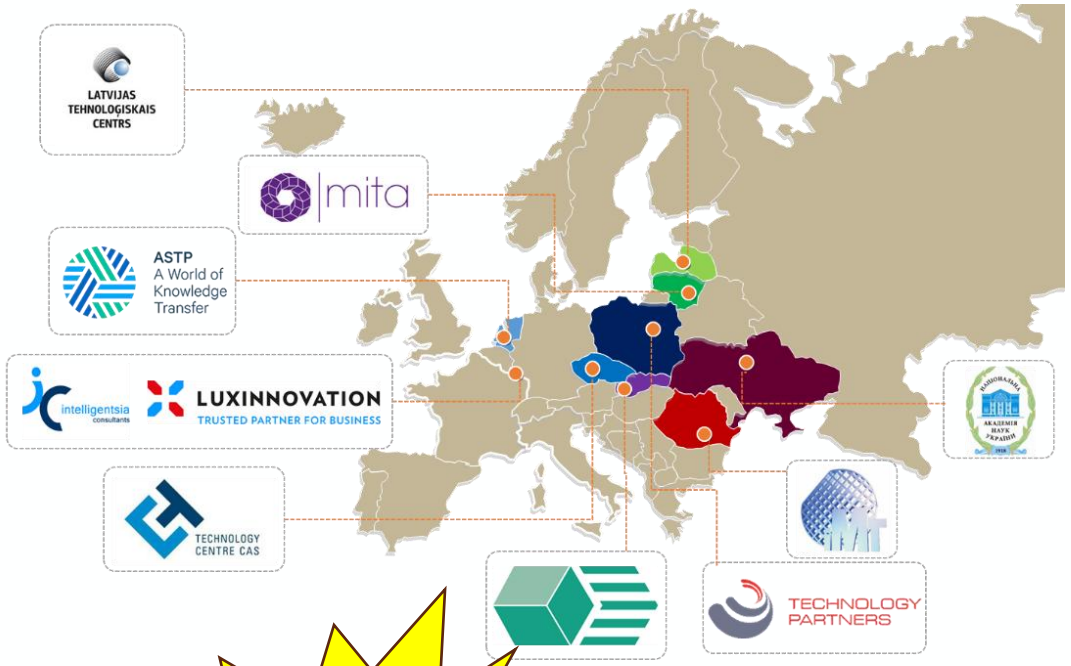
Building a consortium (2 of 2)

OLED Materials	OLED Stacks	OLED Micro-displays
• Shielded Emitter (Merck) • TADF Host (UDUR) • Photo-physical Characterisation (UDUR)	• Hyper-fluorescence OLEDs (Merck) • Optical Anisotropy (IOF)	• Hyper-fluorescence Microdisplays (MOD)
EU Project Management and Dissemination Support (Intelligentsia)		

Important to include companies across value chain!



Important to have a "nice" geographical spread!

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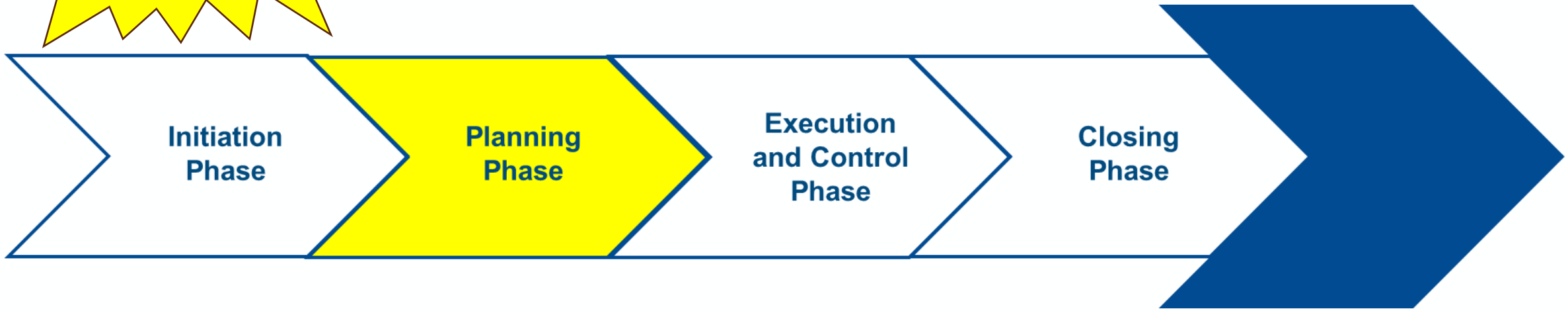
2. Planning Phase

The Planning Phase is mainly concerned with proposal writing!



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Standard application forms (1 of 2)

The EC regularly updates the application forms – make sure to have the latest version!

Horizon Europe Programme

Standard Application Form (HE RIA, IA)

Application form (Part A)
Project proposal – Technical description (Part B)

Version 8.0
4 April 2024

RIA and IA application forms

Horizon Europe Programme

Standard Application Form (HE CSA)

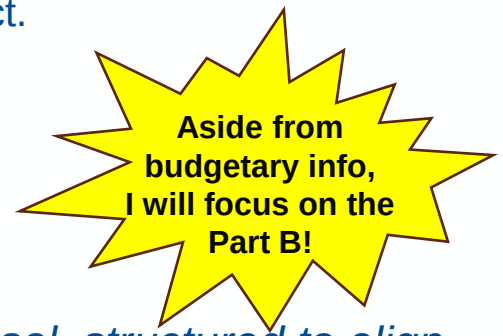
Application form (Part A)
Project proposal – Technical description (Part B)

Version 10.0
4 April 2024

CSA application forms

Standard application forms (2 of 2)

- **Part A: Administrative Information**
- *Generated by the EC's IT System: Part A is created through the EC's Funding & Tenders Portal's submission system, based on data entered by the participants.*
- **Content Includes:**
  - General information about the proposal, such as the title, acronym, abstract, and duration.
  - Details of participating organizations, including legal names, contact information, and roles within the project.
  - Declarations and ethical considerations, ensuring compliance with eligibility criteria and ethical standards.
  - **Budgetary information**, outlining the estimated costs and requested EU contributions.



- **Part B: Technical Description**
- *Narrative Component: Part B is a detailed narrative that addresses the core aspects of the proposal, structured to align with evaluation criteria. Applicants must upload Part B as a PDF document*
- **Content Includes:**
  - **Section 1. Excellence:** Clear objectives, relevance to the work programme, and soundness of the proposed methodology.
  - **Section 2. Impact:** Expected outcomes, dissemination strategies, and potential societal or economic benefits.
  - **Section 3. Implementation:** Work plan details, including work packages, timelines, and management structures.

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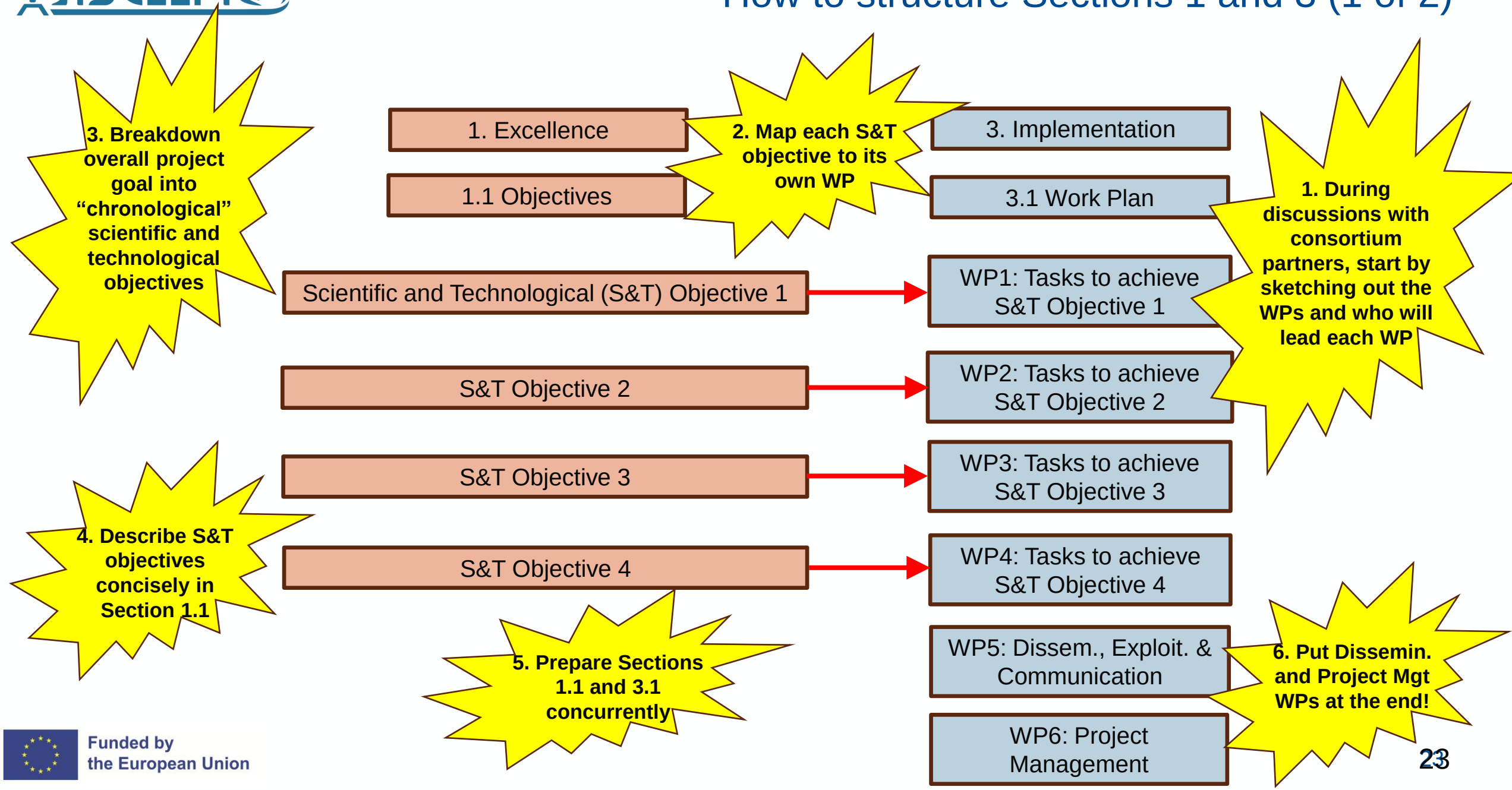
How to structure Sections 1 and 3 (1 of 2)



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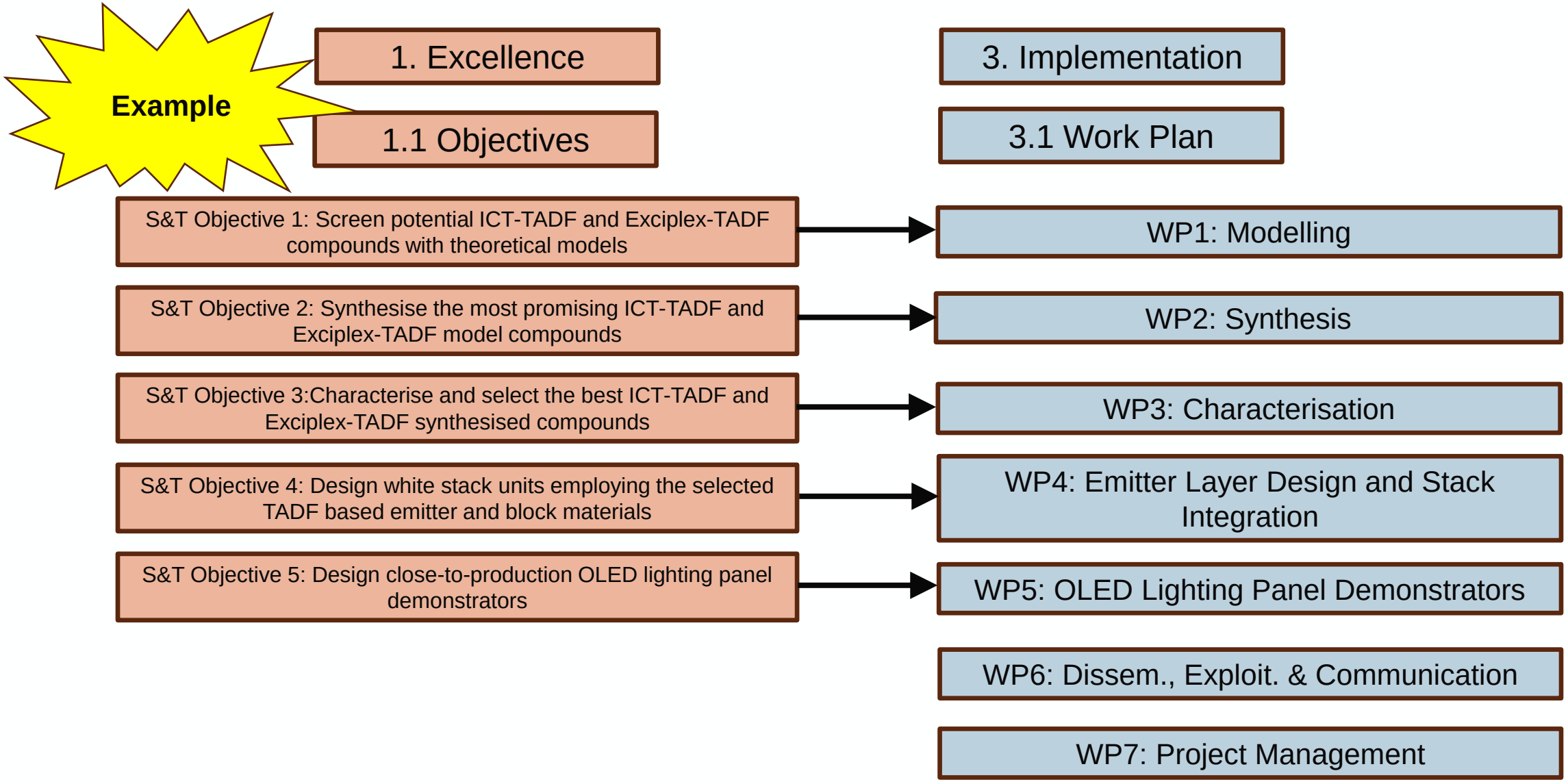
How to structure Sections 1 and 3 (2 of 2)



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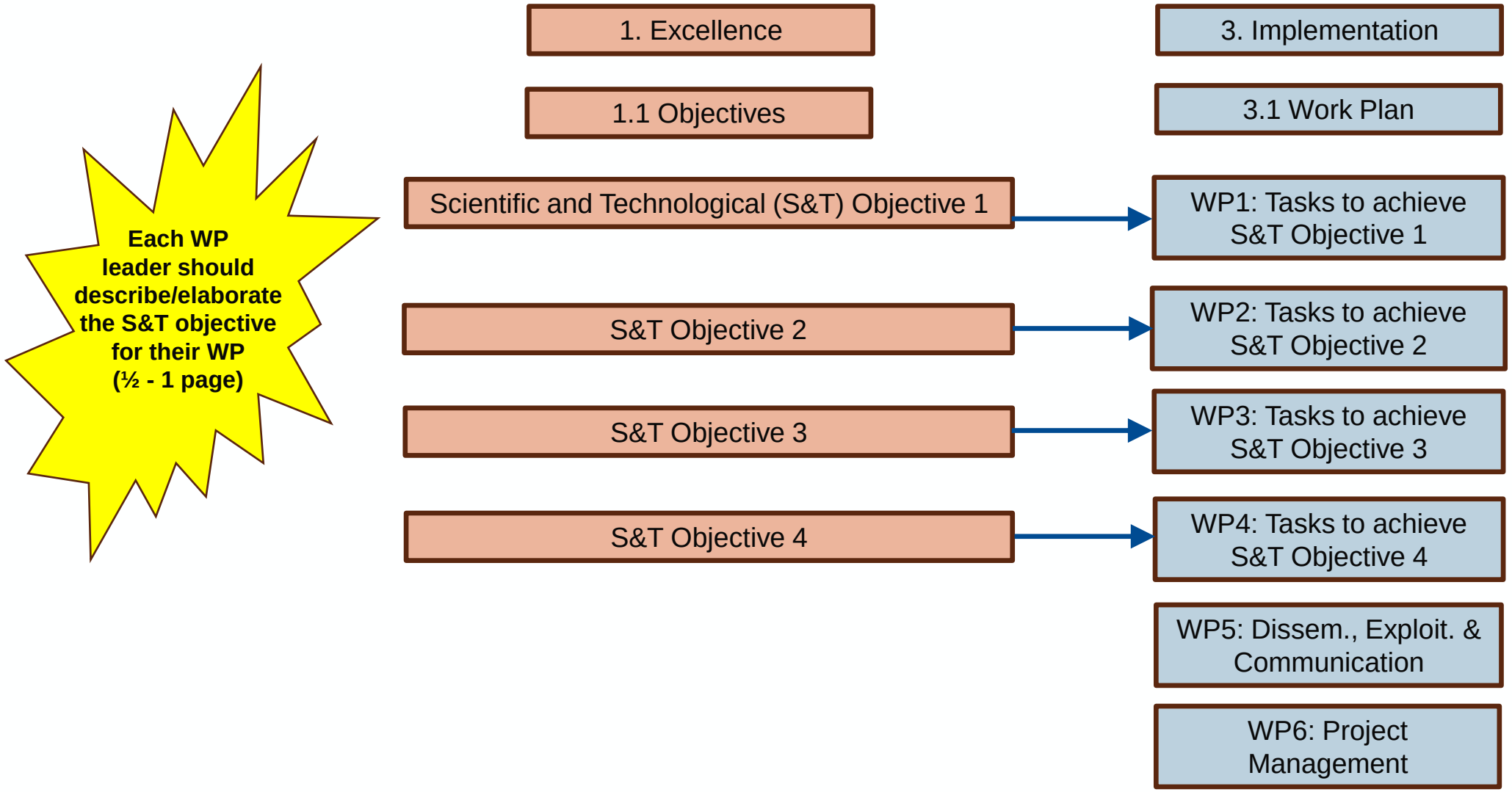
Drafting the proposal Part B: Section 1. Scientific Excellence (1 of 7)



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Drafting the proposal Part B: Section 1. Scientific Excellence (2 of 7)

Section 1.1: Objectives and ambition: *"Briefly describe the objectives of your proposed work. Why are they pertinent to the work programme topic?"*

Create a table with each key requirement from the call text. Then, concisely explain how your proposal addresses each of them

Topic addressed by the Call	SIFIS-Home relevance
SU-ICT-02-2018-2020: Building Blocks for Resilience in Evolving ICT Systems	**This is the centre of gravity of the SIFIS-Home project, which especially focuses on solutions for security, privacy and accountability for Smart-Home networked systems.**
Algorithms, software and hardware systems must be designed having security, privacy, data protection and accountability in mind from their design phase in a measurable manner.	The planned work in the project is structured in order to successfully fulfil this requirement from the start. In fact, from a logical and chronological point of view: 1. The work starts with defining an architecture and related security & privacy goals (WP1). This will keep in mind a "measurable approach" from the start. 2. Building on previous results, guidelines/methods/tools for assessing quality and legal aspects will be developed in WP2 throughout the project. 3. Building on previous results, technical solutions such as algorithms and methods, as well as software and hardware systems will be designed and developed in WP3 and WP4. Measures will be produced on testbed level (WP5) and use case level (WP6), as to performance, requirement fulfilment, usability and user experience, as well as perceived and achieved security & privacy level.
Relevant challenges include: (a) to develop mechanisms that measure the performance of ICT systems with regards to cybersecurity and privacy and	Challenge (a) will be especially tackled through the work in WP2, by developing and providing methods, techniques, metrics and tools for performing an evaluation at IoT software level and at IoT infrastructure level. Performance indicators of interest include, but are not limited to: level of security and privacy provided to end users, as to the effectiveness in fulfilling the intended security requirements; impact on infrastructure, system and network functioning; risk of vulnerability exploitation.

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Drafting the proposal Part B: Section 1. Scientific Excellence (3 of 7)

Section 1.1: Objectives and ambition: *"Describe how your project goes beyond the state-of-the-art, and the extent the proposed work is ambitious"*

Example from a computation-in-memory related project

Table 1a: MNEMOSENE anticipated performance improvements relative to state-of-the-art
Improve the energy-delay product by factor of 100X to 1000X
Improve the computational efficiency (#operations / total-energy) by factor of 10X to 100X
Improve the performance density (# operations per area) by factor of 10X to 100X

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Drafting the proposal Part B: Section 1. Scientific Excellence (4 of 7)

Section 1.1: Objectives and ambition:

"Describe where the proposed work is positioned in terms of R&I maturity"

Example from a low TRL project

Level of Development	TRL No.	TRL Definition	Means of Verification	Timing
Basic Technology Research	TRL 1	Basic principles observed	Research papers and patents.	Completed
Research to Prove Feasibility	TRL 2	Technology concept formulated	• The concept of CIM will be developed and demonstrated using real crossbar and memristive devices and by performing experiments and measurements. • Different memristive device technologies (e.g., PCM, RRAM) will be explored for CIM concept.	To be done during project
	TRL 3	Experimental proof of concept	• The potential of the CIM die combined with a conventional CPU will be demonstrated using full simulation and emulation. • Results of tests performed will be used to measure parameters of interest and compare to analytical predictions. • Potential practical applications will be defined and evaluated that will significantly benefit from such architecture. • Calibrated models (micro and macro level) will be provided that can be used to build different optimised versions of the architecture and experimented with it for specific applications.	To be done during project
Technology Development	TRL 4	Technology validated in laboratory environment	• The CIM dies will be integrated with a conventional CPU on a single chip to establish and validate the fact that when combined together on a single die they can deliver the expected system functionality and performance for a range of applications. • The key parameters of the intended approach will be measured and identified (e.g. power/energy, frequency/performance and chip size). • Insights (based on measurements) will be provided on how the architecture can be further refined and optimised for different applications. • Partners will consider potential bi-lateral spin-outs to ensure optimal knowledge transfer and valorisation.	Within 3 years of project completion. Partners envision a follow-up RIA project (TRL 4-7) involving additional industry partners.
	TRL 5	Technology validated in industrially relevant environment	• The basic technological components (CIM die integrated with a CPU, compiler, etc.) will be combined with supporting elements (DRAM, I/O, etc.) so that the whole architecture and its software components can be tested and simulated in an industrial environment. This w ill mimic a new computer based on the new architecture operating in a real application/ in field. • Insights will be obtained based on the experiments on problems - if any - and how to address them to further improve and refine the new CIM based computing sy stem and realize the overall system goals.	Within 3 years of project completion. Partners envision a follow-up RIA project (TRL4-7) involving additional industry partners.

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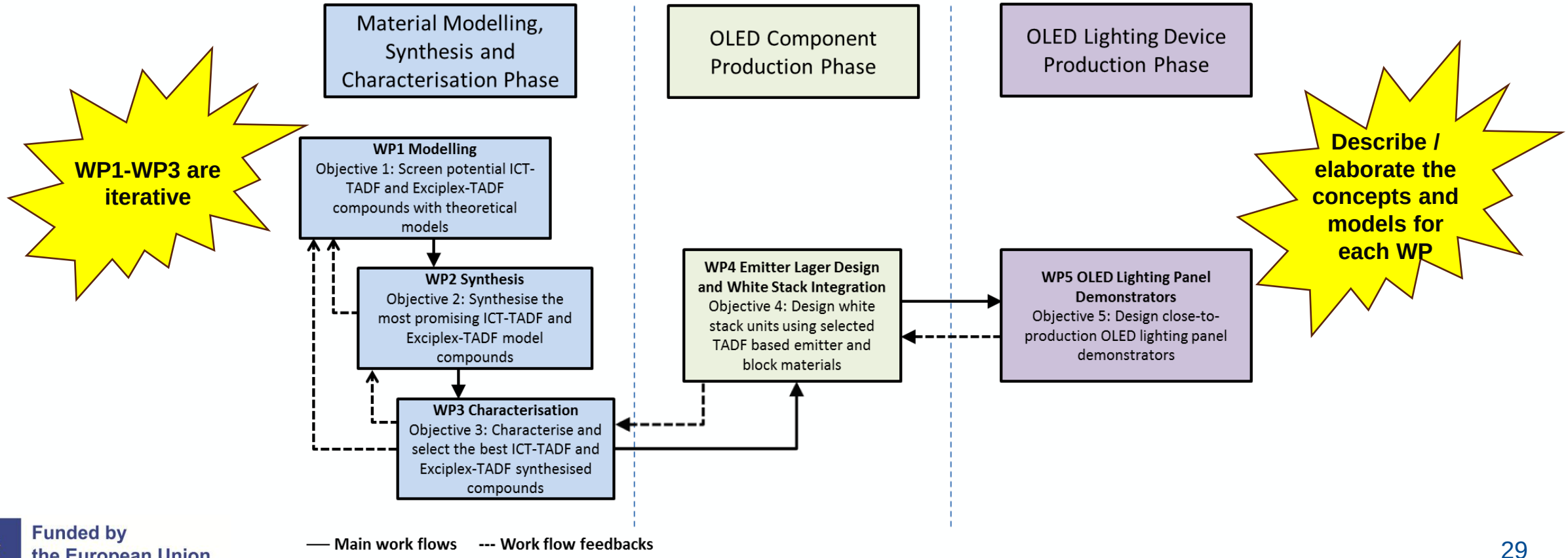
Drafting the proposal Part B: Section 1. Scientific Excellence (5 of 7)

Section 1.2: Methodology: *"Describe & explain the overall methodology, including the concepts, models & assumptions that underpin your work"*

Example: The **methodology underpinning the PHEBE project is based on a new technology development process that is broken down into phases**, each with its own set of work packages and objectives. Indeed, the work packages dealing with scientific and technical activities have been defined so that they correlate very closely with the objectives described in Section 1.1. Graphically the technology development process with its phases looks as follows:



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Drafting the proposal Part B: Section 1. Scientific Excellence (6 of 7)

Section 1.2: Methodology: *"Describe any national or international research and innovation activities whose results will feed into the project, and how that link will be established."*

Example from a maritime cybersecurity proposal!

Initiative / Project	Duration	Reason for link with the ERA Chair
ECHO	2019-2022	TalTech is a partner in this European network of Cybersecurity centres and competence Hub for innovation and Operations. The ERA Chair will utilise this network as a source of partners and project ideas for EU proposals.
TOOP	2017-2020	TalTech is coordinating this H2020 project involving 20 EU Member States and two Associated Countries. One pilot addresses the introduction of ship and crew e-certificates.
Cyber-MAR	2019-2022	Cyber-MAR is a H2020 innovation action developing an innovative "cyber range" to support the maritime logistics value chain. The ERA Chair will use their expertise for Research Sub-Topic 2: Human Aspects of Cyber Security.
ENISA	2019-	The European Union Agency for Cybersecurity (ENISA) organises cyber exercises and cybersecurity education relevant for the ERA Chair.
EMSA	2018-	The European Maritime Safety Agency (EMSA) offers a course on Awareness in Maritime Cybersecurity relevant for the ERA Chair's Cyber Hygiene training.

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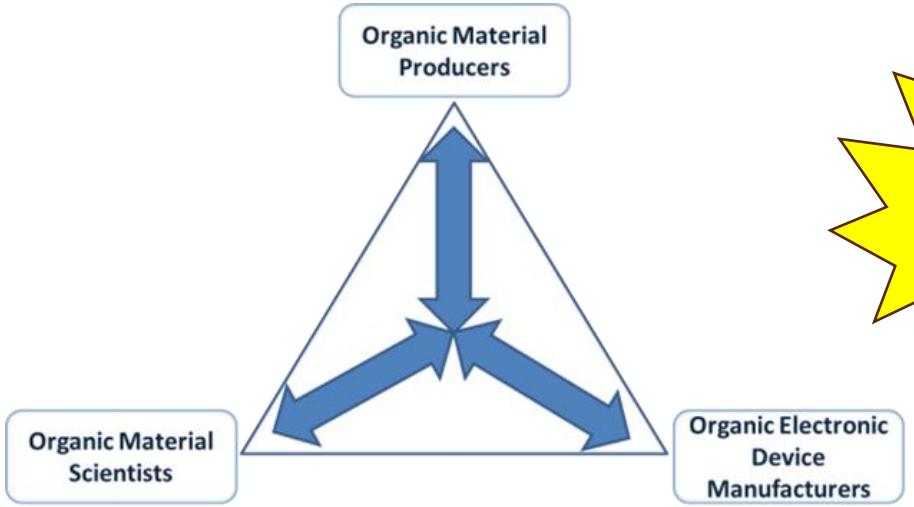
Drafting the proposal Part B: Section 1. Scientific Excellence (7 of 7)

Section 1.2: Methodology: *"Explain how expertise and methods from different disciplines will be brought together and integrated in pursuit of your objectives."*



Figures are always nice to help clarify

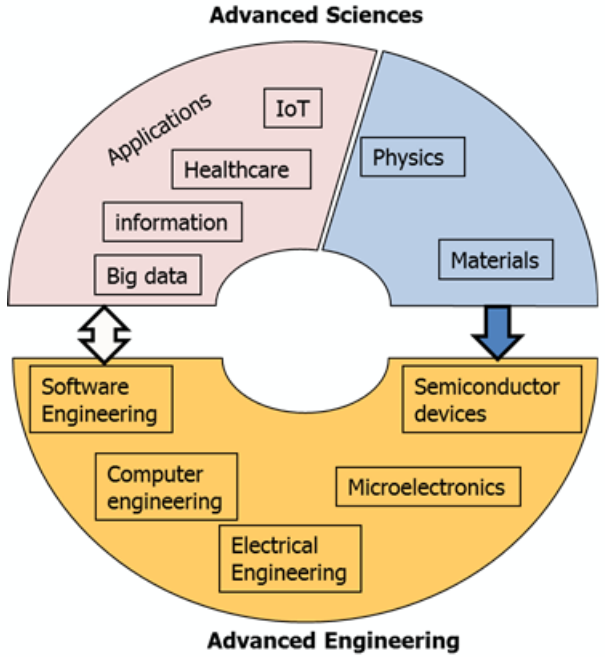


Figure 1d: MNEMOSENE' Interdisciplinarity

Example: Based on the interdisciplinary character of the proposed programme, there will be knowledge integrated from **three main expert groups: organic material scientists, organic material producers and organic electronic device manufacturers.**

Example: MNEMOSENE is a highly interdisciplinary R&D project and collaboration; a cross and deep synergy is needed between different advanced sciences and cutting edge engineering disciplines in order to turn the ideas presented in this project to viable basis for a radically new computation paradigm for data-intensive applications. Figure 1d illustrates the different disciplines involved in this project.

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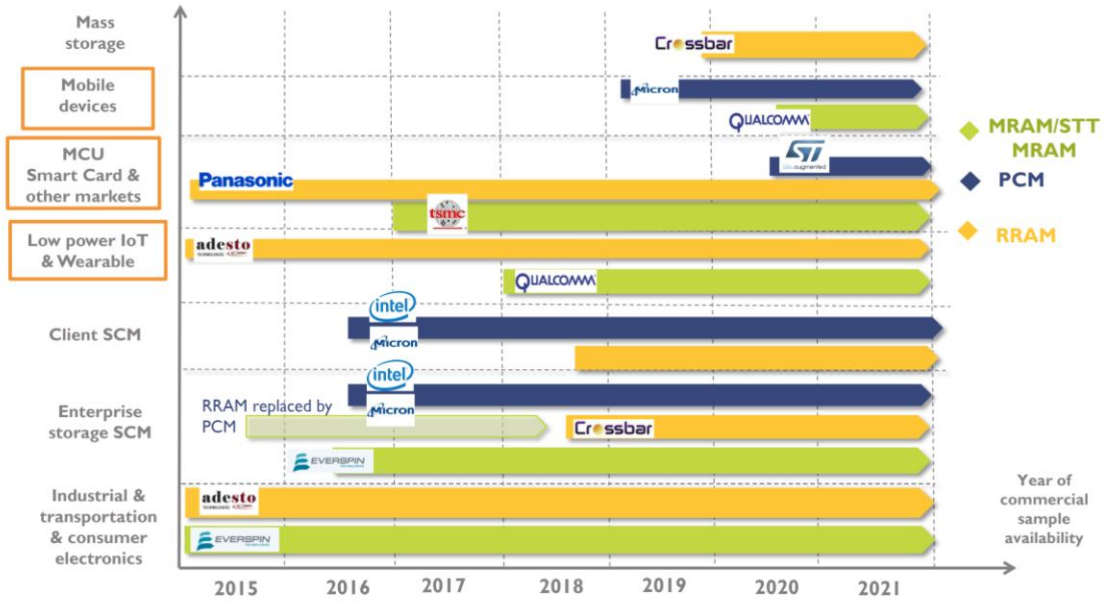
Drafting the proposal Part B: Section 2. Impact (1 of 7)

Section 2.1: Project's pathways towards impact: "*Describe unique contribution of project results towards (1) topic outcomes and (2) wider impacts*"

Write in a narrative and engaging style (e.g. Marketing)

2.1.2 Helping to double economic value of semiconductor component production in Europe within 10 years

MNEMOSENE is focused on CIM and memristors which are disruptive technologies that are expected to create vast economic returns over the coming years. MNEMOSENE will assist European organisations to enter and maintain a position in this rapidly evolving technology market place and thereby support the Electronics Leaders Group's target of doubling the economic value of semiconductor component production in Europe within the next 10 years. The anticipated explosive growth for CIM and memristors is reflected in recent market reports. Yole Development forecasts the emerging market for memristor-based non-volatile memory (NVM) will surge from $56 million in 2015 to $4.6 billion by 2021. Similarly, Allied Market Research valued the global memristor market at $3.2 Million in 2015 and expected it to reach $79.0 million by 2022.



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Drafting the proposal Part B: Section 2. Impact (2 of 7)

Section 2.1: Project's pathways towards impact: "*Indicate the scale and significance of the project's contribution to expected outcomes and impacts*"

Expected outcomes – see text of call topic

Expected Outcomes	WP	Performance Indicators	Target
Outcome 1: Support the "Economic & Investment Plan" and "Innovation Agenda" for WBC by spurring economic recovery, supporting green and digital transition, fostering regional integration & EU convergence.	1, 2, 3, 4 and 5	• Preparatory research project on sustainable nanosensor on water pollution	1
		• Sustainable nanosensors developed to detect different water pollutants	3
		• Rivers and lakes in Albania where sustainable nanosensors are demonstrated	8
		• Joint research papers published in international peer-reviewed journals	9+
		• Joint research papers presented at international conferences	9+
		• SUSNANO workshops for private and public organisations in Albania	3+
		• Info-days and networking sessions attended about EU calls for proposals	5+
		• Joint research proposals submitted for EU funding (e.g. Horizon Europe)	3+
		• Patents submitted by UT researchers involved in SUSNANO	2+
		• Collaboration agreements between UT and Albanian private companies	3+
Outcome 2: Improved excellence capacity and resources in WBC enabling to close the still apparent research and innovation gap within Europe.	1, 2, 3 and 5	• UT experienced researchers trained in Research Sub-Topics A, B and C	5
		• UT early-stage researchers trained in Research Sub-Topics A, B and C	10
		• Summer schools hosted by UT, ICN2 and UPO	3
		• Joint PhD programme	1
		• Joint research papers published in international peer-reviewed journals	9+
		• Joint research papers presented at international conferences	9+
		• Increase in average H-Index of UT researchers involved in SUSNANO	>15%
		• Patents submitted by UT researchers involved in SUSNANO	2+
		• Collaboration agreements between UT and Albanian private companies	3+

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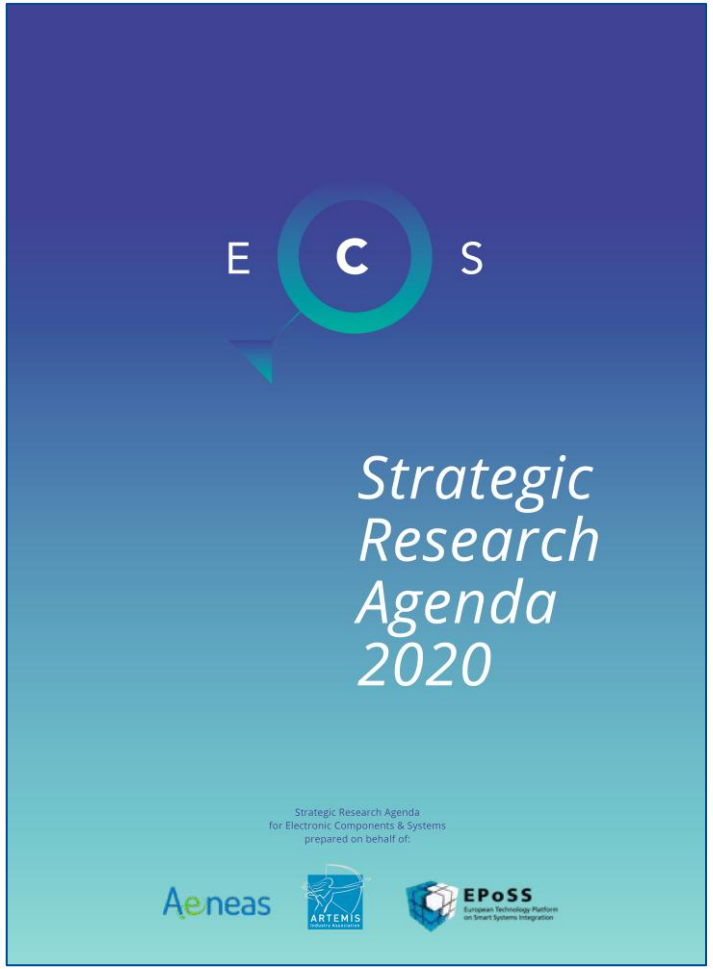
Drafting the proposal Part B: Section 2. Impact (3 of 7)

Section 2.1: Project's pathways towards impact: "*Describe any requirements and potential barriers*"

Identify challenges / barriers in EU Strategic Research Agendas



ECS
EUROPEAN CYBER SECURITY ORGANISATION

European Cybersecurity Strategic Research and Innovation Agenda (SRIA) for a contractual Public-Private Partnership (cPPP)

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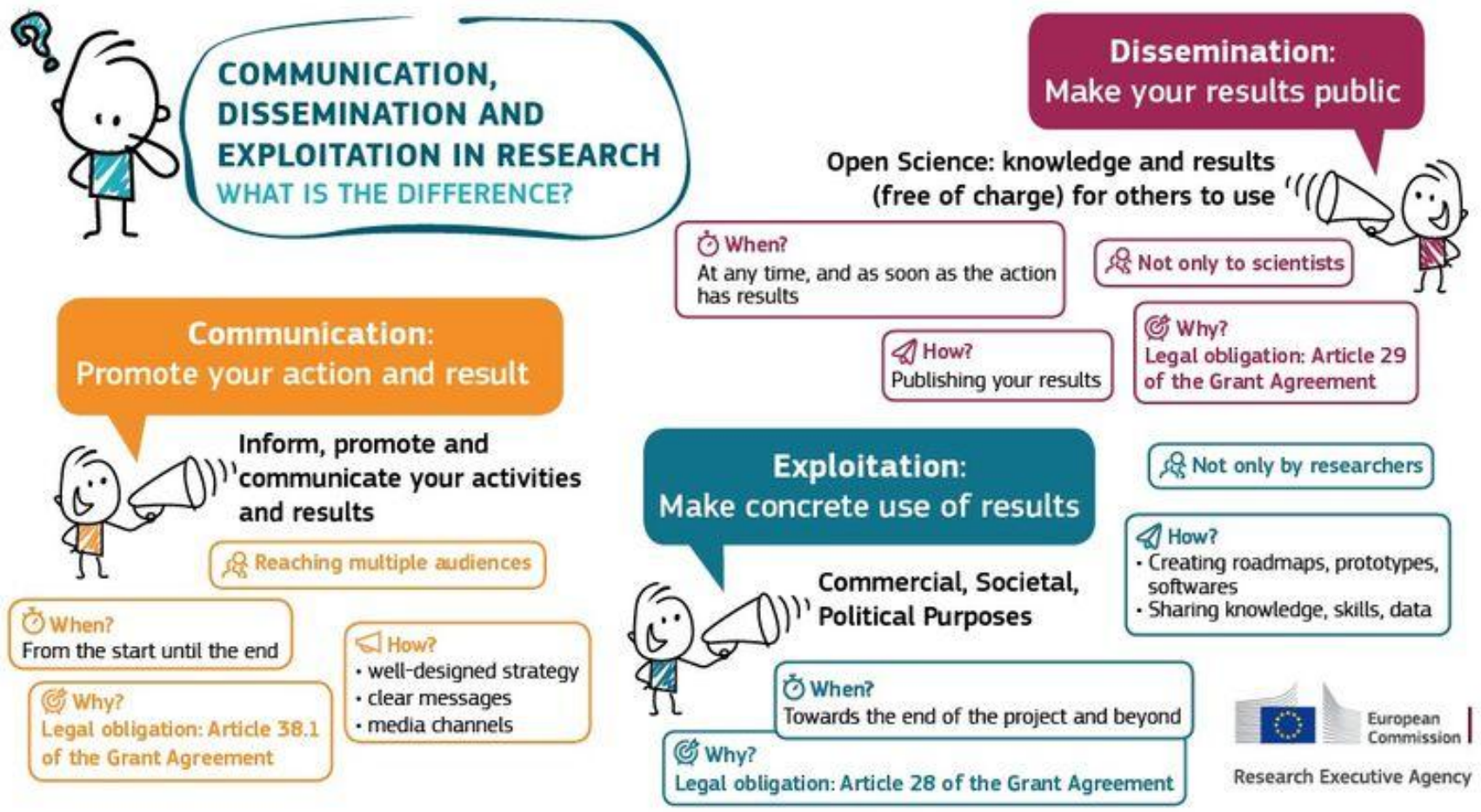
Drafting the proposal Part B: Section 2. Impact (4 of 7)

Section 2.2: Measures to maximise impact - Dissemination, exploitation and communication



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Drafting the proposal Part B: Section 2. Impact (5 of 7)

Section 2.2: Measures to maximise impact - Dissemination, exploitation and communication: "*Provide 1st version of plan for dissemination, communication & exploitation*"

Project Results	Dissemination, Comm. & Exploitation Measures	Target Audiences					KPIs
		Industry (SMEs & MNEs)	Academia (PROs & HEIs)	EU Initiatives	Policy Makers	General Public	
Project website	Publish project summary, regular news and event updates	■	■	■	■	■	2500+ visitors 30+ news
Project leaflet and poster	Distribute during conferences (e.g., EQTC, etc.), workshops, summer schools and outreach	■	■	■	■	■	300+ leaflets 30+ posters
Project press-releases	Supply press-releases to science channels e.g., Alpha Galileo	■	■	■	■	■	3+ press releases
Social media	Publish news on Twitter/LinkedIn	■	■	■	■	■	20+ Tweets
Short project film	Publish film on YouTube and project website	■	■	■	■	■	1+ video 1000+ views
Industry workshops	Hold workshops with industry to facilitate QRC adoption	■		■			1+ / year
Summer Schools / Lecture Courses	Run summer schools & lectures for young researchers on QRC		■				1+ / year
Open days / Research Nights	Promote and explain QRC during open-day events					■	2+ / year
School visits	Promote QRC during school visits					■	2+ / year
Scientific results concerning QRC	Publish results in international open journals (e.g., Nature, etc.)	■	■	■			9+ journal papers
Scientific results concerning QRC	Present results at international conferences (e.g., EQTC, etc.)	■	■	■			9+ conf. papers

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Drafting the proposal Part B: Section 2. Impact (6 of 7)

Section 2.2: Measures to maximise impact - Dissemination, exploitation and communication: *"Outline strategy to manage intellectual property"*

Capture initial strategy for Foreground Knowledge

IP Ownership Tables		
Expected Foreground Knowledge	**Lead Partner Concerned**	**Other Partners claiming Ownership Rights**
Related to WP1		
New algorithms to tackle problems related to data analytics that are optimized for implementation in a CIM-based architecture	IBM, TUD, ARM	TUE
New algorithms to tackle problems related to healthcare and database applications that are optimized for implementation in a CIM-based architecture	TUD	TUE
Related to WP2		
2-D SIMD programming element	TUE, INRIA	ETHZ
Macro-programming interface for CIM tiles	TUE, INRIA	ETHZ
Portable programming model for CIM-accelerated kernels	TUE, INRIA	ETHZ
Related to WP3		
CIM macro architecture	TUE	TUD, ETHZ and ARM
Embedded circuits and energy-efficient digital/analogue interfacing between resistive compute units and external digital compute units	TUE, ARM	TUD, ETHZ
Related to WP4		
Models to enter into the micro-architecture simulator	IMEC, RWTH	-
CIM microarchitectures	IMEC	RWTH, ARM, IBM, TUD
PCM-based logical and arithmetic operations that can be implemented in a CIM module	IBM	-
Designs for parallel bit-wise and arithmetic operations within the crossbar	TUD	RWTH
Related to WP5		
Data collected based on measurements of crossbars (CIM)	TUD, RWTH	TUE, ETHZ, ARM, IBM,
Full CIM simulator	TUD	All

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Drafting the proposal Part B: Section 2. Impact (7 of 7)

Section 2.3: Summary: *"Canvas showing key elements of the project's impact pathways and measures to maximise its impact"*

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
ELTE's SWOT analysis shows threats and weaknesses needing to be addressed with respect to their R&I for quantum reservoir computing (see Section 1.2.1).	See **Key Performance Indicators** for **Objectives 1, 2, 3, 4 and 5** in **Section 1.1.1**	**Dissemination:** Research papers presented at international conferences. **Exploitation:** Workshops involving experts from the HunQuTech Consortium, European Quantum Industry Consortium and Quantum Community Network. Tech-transfer and IP management training for ELTE's Faculty of Science administration. **Communication:** News releases via Press conferences, Project website, Social media, Podcasts, and Youtube videos.
Need to develop quantum technologies to deliver life-changing benefits for EU citizens in healthcare, energy and cybersecurity (see Sections 1.2.2 and 2.1.4 and EC's Strategic Research Agenda on Quantum Technologies).	Development of a quantum reservoir computing (QRC) system based on silicon carbide (SiC) defect qubits (WP1).	
TARGET GROUPS	**OUTCOMES**	**IMPACTS**
ELTE: Institute of Physics and Astronomy, Education Support Office and Research Support Office. **European Public Organisations:** e.g. Quantum Community Network **European Industry:** e.g. European Quantum Industry Consortium **European Initiatives:** e.g. QuMicro, QuantERA, Quantum Flagship **European Policy Makers:** e.g. Joint Research Council **General Public:** Hungary	See **Expected Outcomes 1, 2, 3, 4 and 5** listed in **Section 2.1.2.**	**HE Widening Destination "Improved access to excellence":** Increased science and innovation capacity of ELTE in Hungary (HU); Structural changes leading to a modernised and more competitive R&I system in HU; HU's higher participation success in Horizon Europe. **HE Cluster 4 Destination "Digital & Emerging Technologies for Competitiveness and Fit for the Green Deal":** Further develop quantum technologies and their applications in quantum computing, simulation, sensing and communication in HU and EU.

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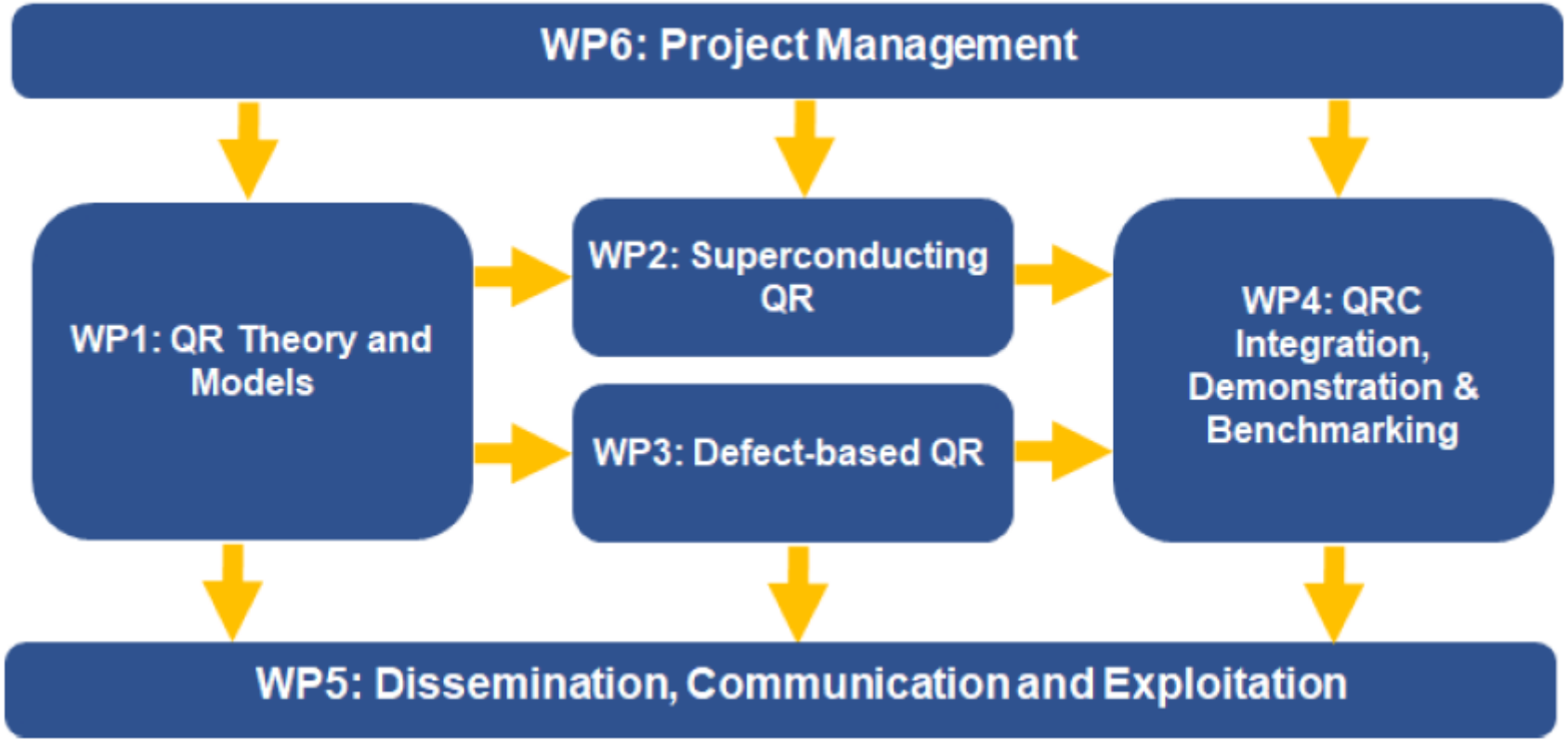
Drafting the proposal Part B: Section 3. Implementation (1 of 6)

Section 3.1: Work plan and resources: *Pert Diagram*

Each WP leader should describe/elaborate the S&T objective for their WP description (½ -1 page)



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Drafting the proposal Part B: Section 3. Implementation (2 of 6)

Section 3.1: Work plan and resources: *Work Package Descriptions*

Work package number	3		Start Date or Starting Event	M1	
Work package title	Photo-physical Characterisation				
Participant number	1	2	3	4	5
Short name of participant	Merck	MOD	IOF	UDUR	INT
Person/months per participant:	8	0	8	54	0

Objectives

Objective 3.1: Elucidate the photo-physics of shielded emitters including full energy level determination, fluorescence efficiencies and the effect of shielding structure and strategies on the emitter efficiency in regard to excitation and charge quenching.

Objective 3.2: Determine the photo-physical and energetic characteristics of each new TADF host material to aid proper design of hosts that efficiently couple to a dopant emitter, including detailed understanding of the host properties in an environment of other host molecules.

Description of work

This WP will provide full photo-physical characterisation of materials from WP1 and with WP4 to optimise guest host hyperfluorescence emitter layer structures.

Task 3.1 Elucidate photo-physics of shielded emitters (Task Leader: UDUR; Support: Merck and IOF)
The main aim of this task is to design and undertake measurements to determine the efficiency of shielding an excitation on a shielded emitter to other excitations and charges in an OLED context. This will involve:

Etc ....

Task 3.2 Determine photo-physical and energetic characteristics of TADF hosts (Task leader: Support: Merck and IOF)
As described in the state-of-the-art section, the host 'environment' in terms of polarisability role in the photo-physical and energetic characteristics of any TADF material, thus to properly couples to a dopant emitter, careful characterisation of any host must be made.

Etc ...

Deliverables

D3.1: Report on TADF host tuning by the bulk host (UDUR, M12)
D3.2: Report on the photo-physics of first generation shielded emitters (UDUR, M24)
D3.3: Report on improved shielding strategies (UDUR, M30)
D3.4: Report on energy and electron transfer in TADF host shielded emitter guest
D3.5: Report on microcavity effects on energy transfer in OLEDs (UDUR, M36)

One task for each objective i.e. Objective 3.1 maps to Task 3.1, etc.

Try to use the *imperative verb form* e.g. elucidate, determine, ...

Distribute deliverables evenly over the project ...

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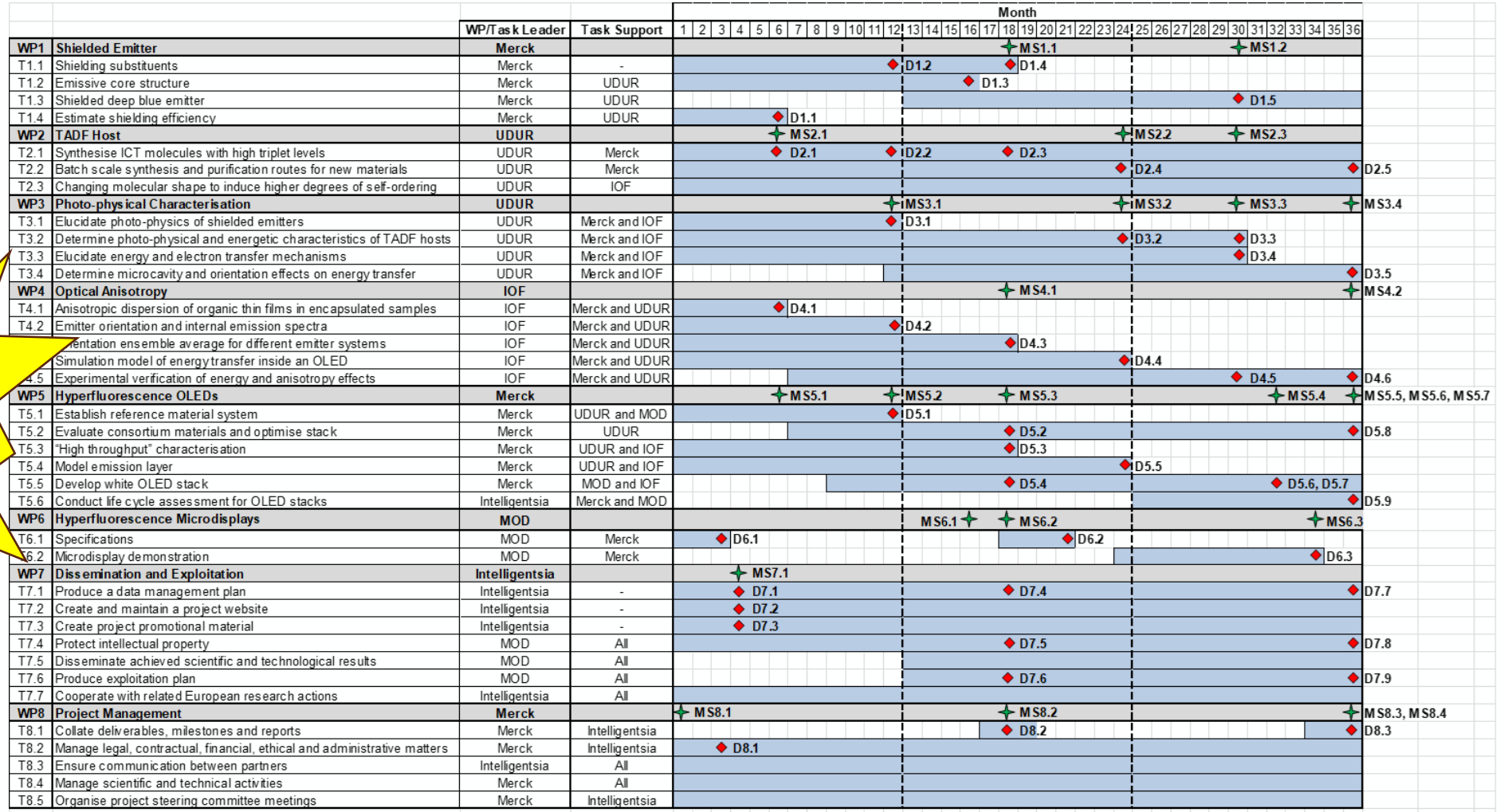
Drafting the proposal Part B: Section 3. Implementation (3 of 6)

Section 3.1: Work plan and resources: *Work plan timing*

Deliverables and milestones distributed "evenly" across the project

		WP/Task Leader	Task Support
WP1	**Shielded Emitter**	**Merck**	
T1.1	Shielding substituents	Merck	-
T1.2	Emissive core structure	Merck	UDUR
T1.3	Shielded deep blue emitter	Merck	UDUR
T1.4	Estimate shielding efficiency	Merck	UDUR
WP2	**TADF Host**	**UDUR**	
T2.1	Synthesise ICT molecules with high triplet levels	UDUR	Merck
T2.2	Batch scale synthesis and purification routes for new materials	UDUR	Merck
T2.3	Changing molecular shape to induce higher degrees of self-ordering	UDUR	IOF
WP3	**Photo-physical Characterisation**	**UDUR**	
T3.1	Elucidate photo-physics of shielded emitters	UDUR	Merck and IOF
T3.2	Determine photo-physical and energetic characteristics of TADF hosts	UDUR	Merck and IOF
T3.3	Elucidate energy and electron transfer mechanisms	UDUR	Merck and IOF
T3.4	Determine microcavity and orientation effects on energy transfer	UDUR	Merck and IOF
WP4	**Optical Anisotropy**	**IOF**	
T4.1	Anisotropic dispersion of organic thin films in encapsulated samples	IOF	Merck and UDUR
T4.2	Emitter orientation and internal emission spectra	IOF	Merck and UDUR
	rientation ensemble average for different emitter systems	IOF	Merck and UDUR
	Simulation model of energy transfer inside an OLED	IOF	Merck and UDUR
4.5	Experimental verification of energy and anisotropy effects	IOF	Merck and UDUR
WP5	**Hyperfluorescence OLEDs**	**Merck**	
T5.1	Establish reference material system	Merck	UDUR and MOD
T5.2	Evaluate consortium materials and optimise stack	Merck	UDUR
T5.3	"High throughput" characterisation	Merck	UDUR and IOF
T5.4	Model emission layer	Merck	UDUR and IOF
T5.5	Develop white OLED stack	Merck	MOD and IOF
T5.6	Conduct life cycle assessment for OLED stacks	Intelligentsia	Merck and MOD
WP6	**Hyperfluorescence Microdisplays**	**MOD**	
T6.1	Specifications	MOD	Merck
6.2	Microdisplay demonstration	MOD	Merck
WP7	**Dissemination and Exploitation**	**Intelligentsia**	
T7.1	Produce a data management plan	Intelligentsia	-
T7.2	Create and maintain a project website	Intelligentsia	-
T7.3	Create project promotional material	Intelligentsia	-
T7.4	Protect intellectual property	MOD	All
T7.5	Disseminate achieved scientific and technological results	MOD	All
T7.6	Produce exploitation plan	MOD	All
T7.7	Cooperate with related European research actions	Intelligentsia	All
WP8	**Project Management**	**Merck**	
T8.1	Collate deliverables, milestones and reports	Merck	Intelligentsia
T8.2	Manage legal, contractual, financial, ethical and administrative matters	Merck	Intelligentsia
T8.3	Ensure communication between partners	Intelligentsia	All
T8.4	Manage scientific and technical activities	Merck	All
T8.5	Organise project steering committee meetings	Merck	Intelligentsia



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Drafting the proposal Part B: Section 3. Implementation (4 of 6)

Section 3.1: Work plan and resources: *Critical Risks*

Description of Risk	WP(s) involved	Proposed risk-mitigation measures
Quantitative models for the SiC-based quantum reservoir prove unreliable (Likelihood: Low, Severity: High)	WP1	Use independent, complementary theoretical approaches to develop models e.g. Keldysh-Nambu-Gorkov diagrammatic tech. vs hierarchy of master equations for density matrices.
Fail to produce a SiC-based quantum reservoir (Likelihood: Medium, Severity: High)	WP1	Use established and tested methods of design and fabrication e.g. focused ion beam technique.
SiC-based quantum reservoir does not perform optimally (Likelihood: Medium, Severity: Medium)	WP1	Base design on accurate WP1/T1.1 theoretical models that allow tuning of the parameters of the reservoir across broad limits.
Low generalisation/complexity of QR (Likelihood: Medium, Severity: Medium)	WP1	Increase the number of qubits in the QR.
Poor reliability of the QR read-out (Likelihood: Medium, Severity: Medium)	WP1	Leverage WP1/T1.1 theoretical models to quantitatively assess and optimise the effects of noise on QRC performance.
Travel restrictions due to Covid-19 pandemic prevent exchanges of ERs, ESRs and Administrative Staff (Likelihood: Medium, Severity: Medium)	WP2-WP7	Provide online training courses covering theory, fabrication, testing and optimisation of defect-based QRCs, as well as project management, proposal writing, IP handling and scientific communication.
Potential conflicts among consortium partners (e.g. IPR ownership) (Likelihood: Low, Severity: Medium)	W1-WP9	PC and WP leaders to try to resolve issue through discussion and ad-hoc meetings. If issue cannot be resolved within 3 weeks, then follow rules defined in the consortium agreement.
Research results ignored by industry (Likelihood: Medium, Severity: Medium)	WP1, W8	Key experts from industry in QUEST's Advisory Board to advise on QRC exploitation strategies.
Difficulty to organise summer schools and attract participants (Likelihood: Low, Severity: Medium)	WP4, WP5	1. MSc and PhD students will be involved in organisation and promotion of summer schools. 2. Adverts and website articles will be disseminated at appropriate time before the events.

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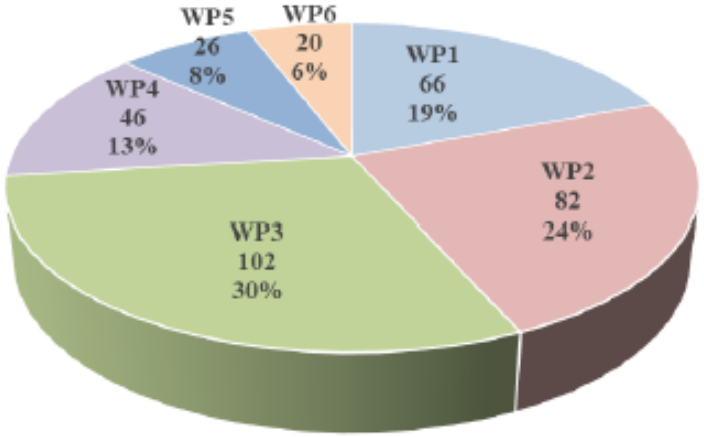
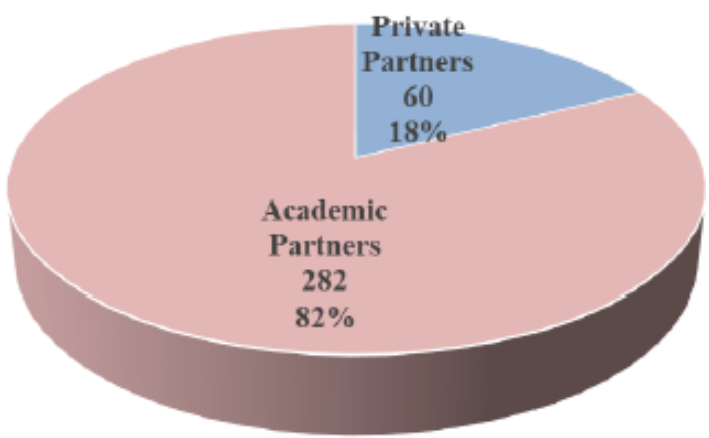
Drafting the proposal Part B: Section 3. Implementation (5 of 6)

Section 3.1: Work plan and resources: *Efforts (person-months) + Budget*

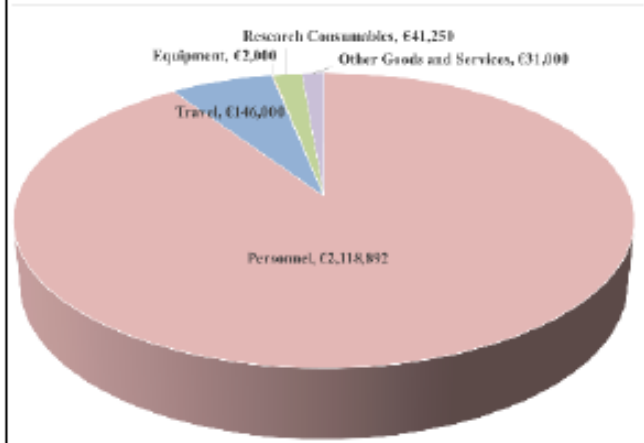
Efforts Distribution – WPs (PMs, %)



Efforts Distribution - Partners (PMs, %)



Budget Distribution - Costs (€)



- Bulk of the project's efforts are in WP2 (82PMs, 24%) and WP3 (102PMs, 30%) reflecting the intense laboratory work required to develop the two types of QR. Meanwhile, WP3 efforts significantly exceed those of WP2 due to the current earlier-stage of development of defect-based QR.
- Project management effort (20PMs, 6%): Within the typical range for EU projects (5-7%).
- Project's focus on early-stage technology development (TRLs 1-4) explains the large share of effort allocated to academic partners compared to private partners (282PMs:60PMs; 82%:18%).
- No partners have other direct costs exceeding 15% of their personnel costs.

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Drafting the proposal Part B: Section 3. Implementation (6 of 6)

Section 3.2: Capacity of participants and consortium as a whole

Example: Project's scientific and tech. objectives perfectly aligned with the consortium partners' capabilities, contributions and complementarities:

No.	Scientific and Technical Objectives	Partner's Capabilities, Contributions and Complementarities
1	Develop new algorithmic solutions for targeted applications for CIM architecture	**IBM (WP leader)** is a pioneer of cognitive computing. The company has formed a new business unit called IBM Watson in 2014 offering services for data analytics and IoT. **TUD (Task leader)** has a strong record in developing and optimising healthcare (genomics and DNA sequencing) and data science algorithms for accelerated multi-core platforms.
2	Develop and design new mapping methods integrated in a framework for efficient compilation of the new algorithms into CIM macro-level operations	**INRIA (WP leader)** has extensive experience with the design and implementation of aggressive optimizations and analyses, including production compilers like Clang/LLVM and domain-specific code generators. **TUE (Task leader)** is specialised in research on low power single and multi-processor architectures, their programmability, and the predictable design of soft- and hard real-time systems.
3	Develop a macro-architecture based on the integration of group of CIM tiles	**TUE (WP leader)** is specialised in research on low power single and multi-processor architectures, their programmability, and the predictable design of soft- and hard real-time systems. **ETHZ (Task leader)** has a proven track record of working on novel processor and memory architectures.
4	Develop and demonstrate the micro-architecture level of CIM tiles and their models	**RWTH (WP leader)** has one of the World's leading groups on the process technology and basic physical-chemical understanding of functional oxide thin films w.r.t future integrated nanoelectronic devices, especially redox-based resistive switching memories (70+ papers, 3000+ citations). **IMEC (Task leader)** has past experience to lead the development of memristor crossbar-based logic/ arithmetic and memory circuit design and simulation.
5	Design a simulator and FPGA emulator for the new architecture in order demonstrate its superiority	**ARM (WP leader)** is a world-renowned semiconductor IP company with around 3000 employees. ARM partners have shipped over 50 billion ARM microprocessors. The company has a strong track record on embedded processors, IoT devices, power-efficient server and HPC chips. **TUD (Task leader)** has a research focus on In-Memory Computing and targets the development, design and demonstration of new architecture paradigms to enable low energy and/or high throughput computing. TUD has a proven track record of implementing demonstrators.

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Resource Allocation: Lump Sum Funding versus Reimbursement of Actual Costs (1 of 1)

- **Lump Sum Funding** versus **Reimbursement of Actual Costs**
  - **Lump sums grants** are defined **per work package** in the grant proposal and fixed in the grant agreement. Funds are triggered upon completion of the activities in work packages. The payment of lump sums follows the usual EC payment schedule (prefinancing, interim, final payment).
  - **Reimbursement grants** are defined according to eligible costs (personnel, travel, equipment, etc.). Funds are triggered upon submission of financial statements showing actual costs (Period 1, Period 2, …). The payment reimbursement grants follows the regular EC payment schedule (prefinancing, interim, final payment).

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Resource Allocation: Cost Definitions (1 of 3)

- **Personnel costs:**
  - **Actual costs:** Gross monthly salary + Employer's contributions to social security and pension.
  - **Unit costs:** Used by beneficiaries who calculate average rates for their staff as part of their analytical cost accounting system.
  - **SME owners (who don't receive a salary):** Monthly rate = 5.080€ x country-specific coefficient (e.g. 98.3% for Germany).
- **Subcontracting costs:**
  - Double-check to see if the cost is really a "subcontracting cost" or a "purchase cost".
  - Try to keep total subcontracting costs below 5% total direct costs.
  - Remember to complete Table 3.1g "Subcontracting costs" in the proposal:

Participant Number/Short Name		
	Cost (€)	Description of tasks and justification
Subcontracting		

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Resource Allocation: Cost Definitions (2 of 3)

- **Purchase costs:**
  - If **purchase costs > 15% personnel costs**, then need to provide cost breakdown and justifications in Table 3.1h "Purchase costs" in the proposal.

Participant Number/Short Name		
	Cost (€)	**Justification**
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

  - **Travel and subsistence:** Provide a cost breakdown (Twinning proposals).

1 / UT	Cost (€)	Justification
Travel	143,700	• 24PMs of training exchanges involving approximately 11 different ESRs to ICN2 & UPO for WP3/T3.1 and T3.2 [(€70/day x 30-day trip duration x 24 trips) + (€400/flight x 24 flights) = €60,000]; • 12PMs of exchanges of involving approximately 5 different ERs to ICN2 & UPO for WP2/T2.1 and T2.2 [(€130/day x 15-day trip duration x 24 trips) + (€400/flight x 24 flights) = €56,400]; • Short trips involving approximately 4 different UT administrative staff members to receive EU research training and networking for WP4/T4.4 [(€130/day x 3,75-day trip duration x 12 trips) + (€400/flight x 12 flights) = €10,650];

  - **Equipment:** Can claim **depreciation of equipment**, but not the cost.
  - **Other goods:** Research consumables (itemise), works and services (e.g. catering).

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Resource Allocation: Cost Definitions (3 of 3)

- **Other cost categories:**
  - If there are any internally invoiced goods and services, then need to complete Table 3.1i in the proposal.

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
...		

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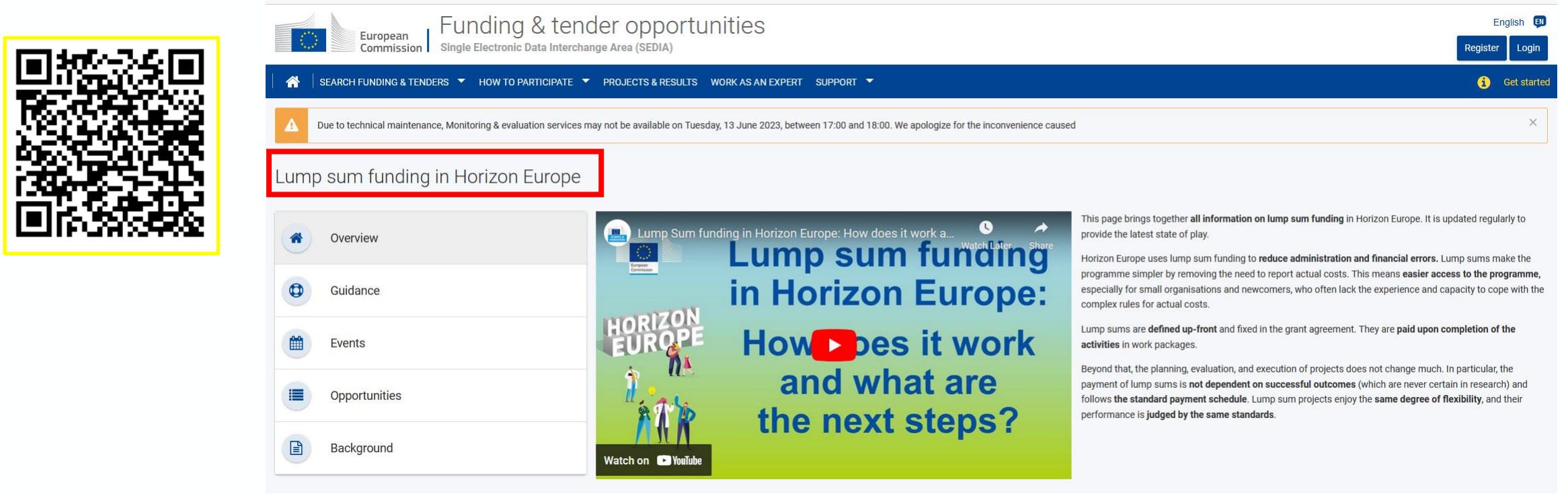
Resource Allocation: Lump Sum Funding (1 of 4)



- European Commission website where Lump Sum Funding is explained in detail – see QR code.
  - Training Video
  - Training Presentations
  - Excel budget tool

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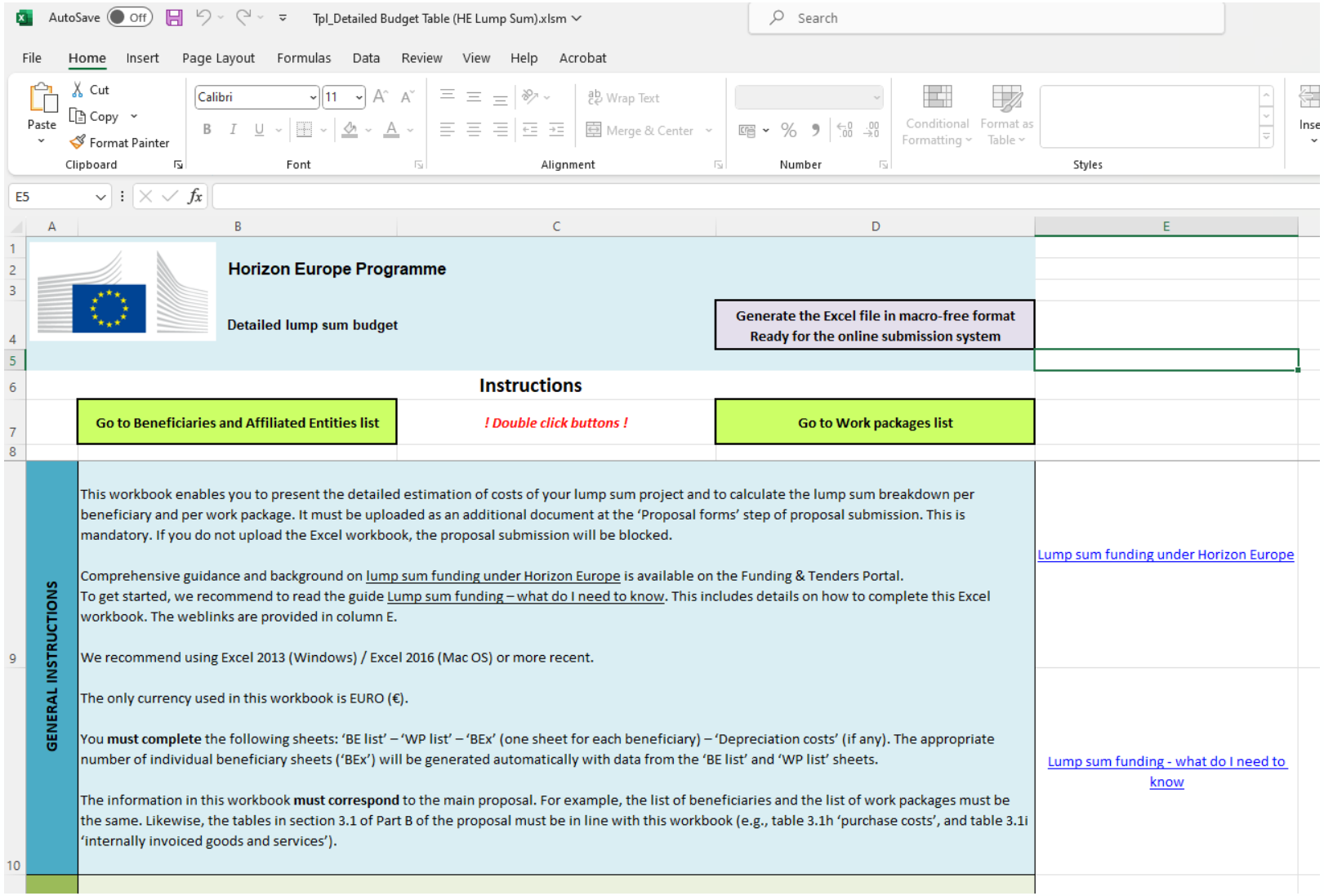
Resource Allocation: Lump Sum Funding (2 of 4)

- **European Commission's Lump Sum Funding Excel budget tool (see QR code)**
  - Warning: But make sure to download the Excel budget tool provided for the Horizon Europe call that you are applying to!
- **Completed Lump Sum Funding Excel budget tool must be uploaded with a proposal to the European Commission's portal.**



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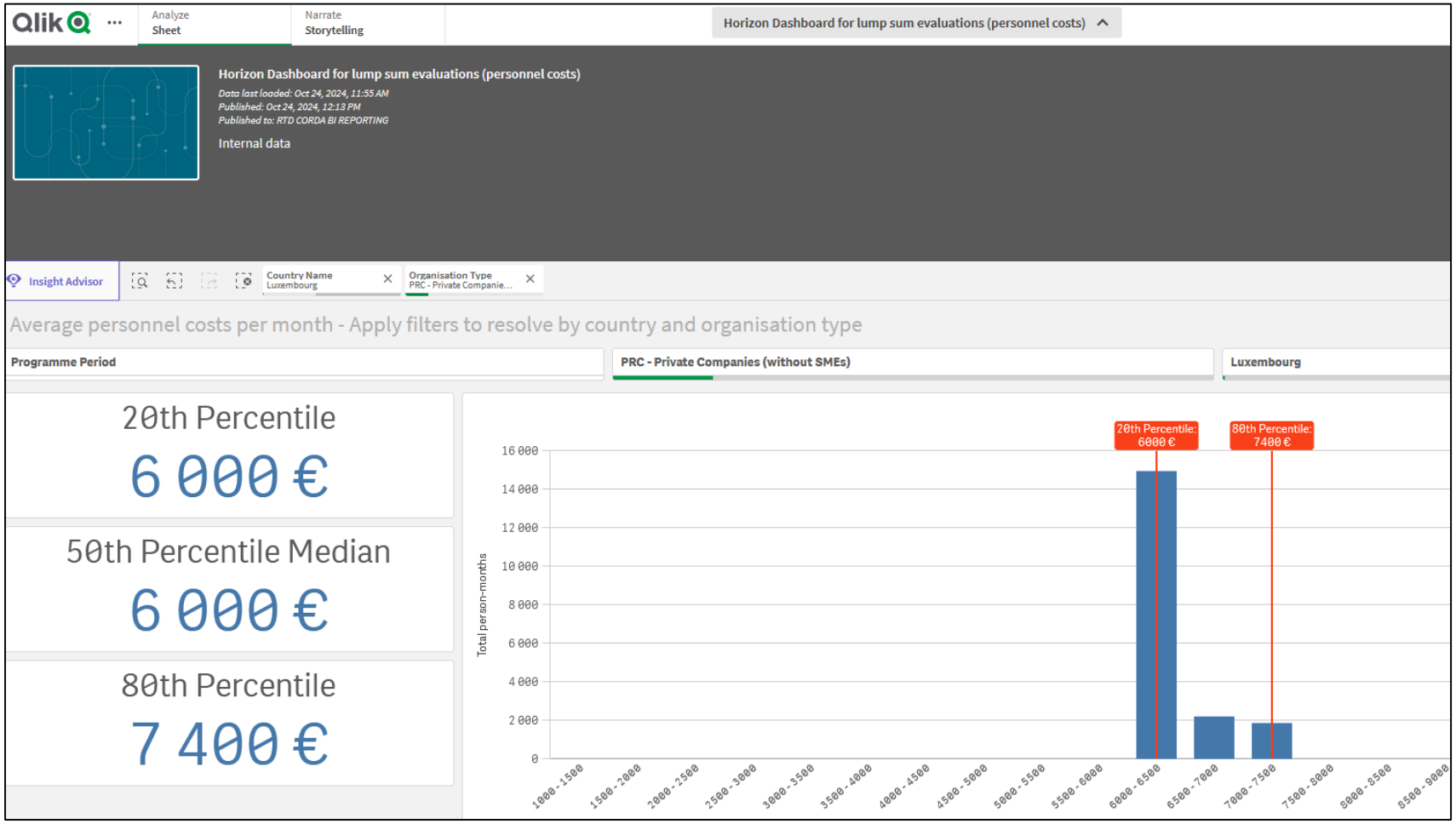
Resource Allocation: Lump Sum Funding (3 of 4)

- **Horizon dashboard for lump sum evaluations.**
- **Purpose & Target Group:** The dashboard is designed for experts evaluating lump sum proposals, providing an objective benchmark for **personnel costs** in Horizon Europe grants to ensure budgets are reasonable.
- **Displayed Data:** It shows funded person months at different costs, broken down by country and organisation type, with cost distributions between the 20th and 80th percentiles.
- Be prepared to write a **short justification** why a partner's personnel costs fall outside these percentiles.



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Resource Allocation: Lump Sum Funding (4 of 4)

	Estimated EU contribution									
	Estimated eligible lump sum contributions (per work package)									Maximum grant amount[1]
	WP1 Exploratory Research Project	WP2 Short-term staff exchanges and trainings for experienced researchers – M1-M15	WP3 Short-term staff exchanges and trainings for experienced researchers – M16-M36	WP4 Research internships and trainings for early-stage researchers – M1-M15	WP5 Research internships and trainings for early-stage researchers – M16-M36	WP6 Research Management and Administration Skill Development – M1-M15	WP7 Research Management and Administration Skill Development – M16-M36	WP8 Dissemination, Exploitation, Communication and Outreach	WP9 Project Management	
Forms of funding	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g	h	i	j = a + b + c + d + e + f + g + h + i
1 - ELTE	192 250.00	21 000.00	29 500.00	66 000.00	123 000.00	29 875.00	35 500.00	79 000.00	22 500.00	598 625.00
2 - LIU	57 000.00	23 250.00	37 000.00	44 500.00	89 500.00	15 250.00	21 750.00	37 250.00	8 750.00	334 250.00
3 - JM	47 625.00	6 875.00	6 875.00	9 000.00	9 000.00	0.00	0.00	9 000.00	0.00	88 375.00
4 - INT	0.00	0.00	0.00	0.00	0.00	44 250.00	58 500.00	22 500.00	20 000.00	145 250.00
5 - Aalto	0.00	0.00	0.00	26 910.00	25 365.00	0.00	0.00	0.00	0.00	52 275.00
6 - Lboro										
Σ consortium	296 875.00	51 125.00	73 375.00	146 410.00	246 865.00	89 375.00	115 750.00	147 750.00	51 250.00	1 218 775.00

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Resource Allocation: Reimbursement of actual costs (1 of 2)

Part. Shortname	Partner 1

Personnel Costs

Person-Month Rate (euro)	6764

Work Package	Person-Months
1	15
2	9
3	0
4	12
5	3
6	3
Total	42

Subcontracting

Total	0

Other direct costs

Travel	25000
Durable equipment - give short item description and justification	
Consumables - give short description and justification	7125
(books and articles, publications, RA laptop, external hard drives)	
Other goods and services (including audit certificates)	5000
Total	37125

	Totals
Personnel costs	284088
Subcontracting	0
Other direct costs	37125
Indirect costs	80303.25
Total costs	401516.25
Maximum allowable EC	401516.25
Requested EC contribution	401516.25
Receipts	0

Partner 1 | Partner 2 | Partner 3 | Partner 4 | Partner 5 | Partner 6 | Partner 7 | Partner 8 | Spare2 | Overall

- **Consortium uses its own Excel file to calculate their proposal budget**
  - **Some Excel files are quite basic, some more sophisticated**

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Resource Allocation: Reimbursement of actual costs (2 of 2)

	Estimated eligible[1] costs (per budget category)										Estimated EU contribution[2]			
	Direct costs								Indirect costs	Total costs	EU contribution to eligible costs			Maximum grant amount[6]
	A. Personnel costs			B. Subcontracting costs	C. Purchase costs			D. Other cost categories	E. Indirect costs[3]		Funding rate %[4]	Maximum EU contribution[5]	Requested EU contribution	
	A.1 Employees (or equivalent) A.2 Natural persons under direct contract A.3 Seconded persons		A.4 SME owners and natural person beneficiaries	B. Subcontracting	C.1 Travel and subsistence	C.2 Equipment	C.3 Other goods, works and services	D.2 Internally invoiced goods and services	E. Indirect costs					
Forms of funding	Actual costs	Unit costs (usual accounting practices)	Unit costs[7]	Actual costs	Actual costs	Actual costs	Actual costs	Unit costs (usual accounting practices)	Flat-rate costs[8]					
	a1	a2	a3	b	c1	c2	c3	d2	e = 0,25 * (a1 + a2 + a3 + c1 + c2 + c3)	f = a + b + c + d + e	U	g = f * U%	h	m
1 - IPHT	444 276.00	0.00	0.00	0.00	20 000.00	0.00	26 000.00	0.00	122 569.00	612 845.00	100	612 845.00	612 845.00	612 845.00
2 - LIU	367 728.00	0.00	0.00	0.00	18 000.00	0.00	10 000.00	0.00	98 932.00	494 660.00	100	494 660.00	494 660.00	494 660.00
3 - UM	222 600.00	0.00	0.00	0.00	21 000.00	0.00	15 000.00	0.00	64 650.00	323 250.00	100	323 250.00	323 250.00	323 250.00
3.1 - CNRS	104 000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26 000.00	130 000.00	100	130 000.00	130 000.00	130 000.00
4 - JM	242 000.00	0.00	0.00	0.00	7 000.00	4 000.00	3 125.00	0.00	64 031.25	320 156.25	100	320 156.25	320 156.25	320 156.25
5 - INT	152 000.00	0.00	0.00	0.00	12 000.00	0.00	4 000.00	0.00	42 000.00	210 000.00	100	210 000.00	210 000.00	210 000.00
6 - Aalto	0.00	226 200.00	0.00	0.00	22 000.00	3 000.00	7 000.00	0.00	64 550.00	322 750.00	100	322 750.00	322 750.00	322 750.00
7 - ELTE	76 000.00	0.00	0.00	0.00	8 000.00	1 500.00	1 500.00	0.00	21 750.00	108 750.00	100	108 750.00	108 750.00	108 750.00
8 - Lboro														
Σ consortium	1 608 604.00	226 200.00	0.00	0.00	108 000.00	8 500.00	66 625.00	0.00	504 482.25	2 522 411.25		2 522 411.25	2 522 411.25	2 522 411.25

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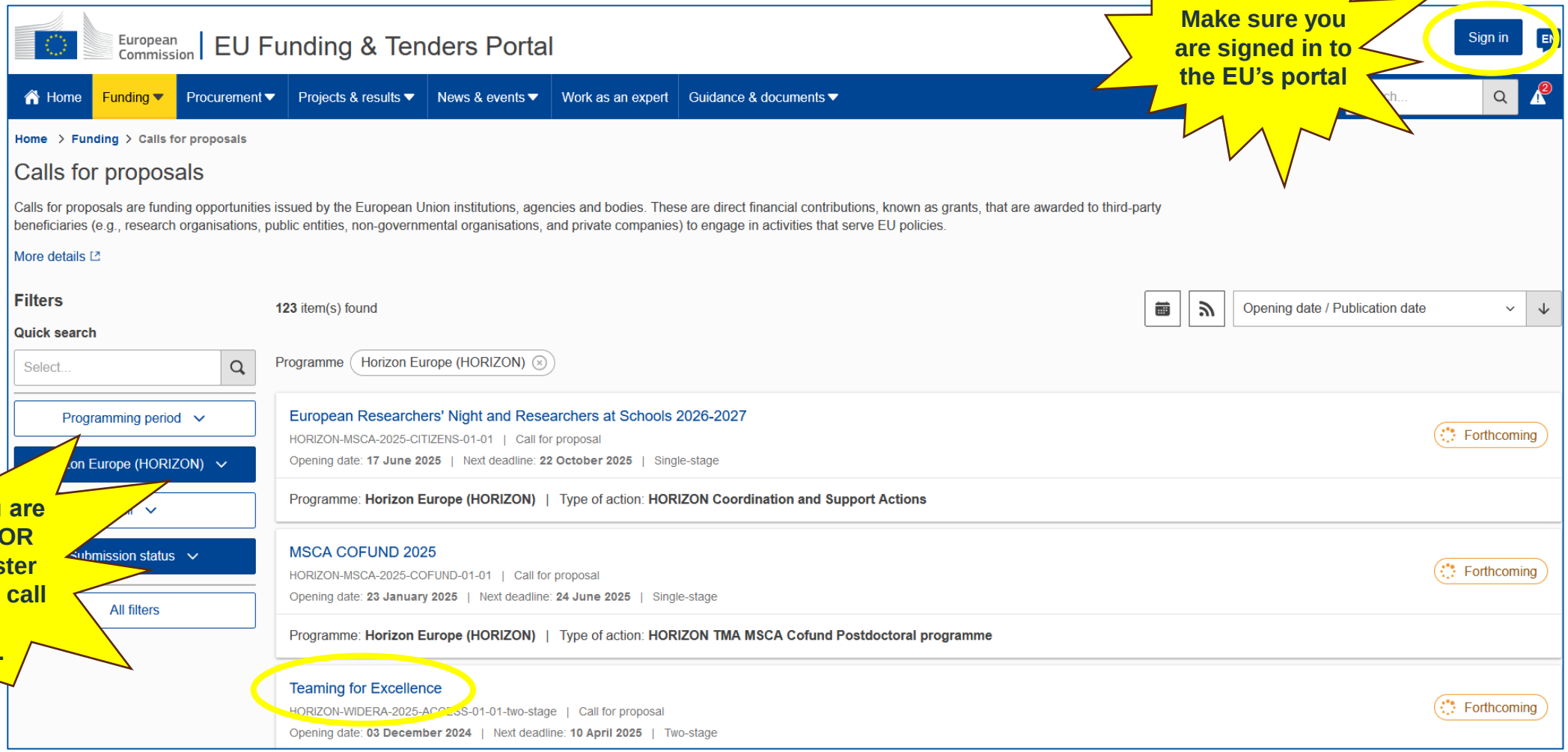
Proposal Submission (1 of 2)

Make sure you are signed in to the EU's portal

Let's imagine you are the COORDINATOR and wish to register and submit to the call "Teaming for Excellence" ...



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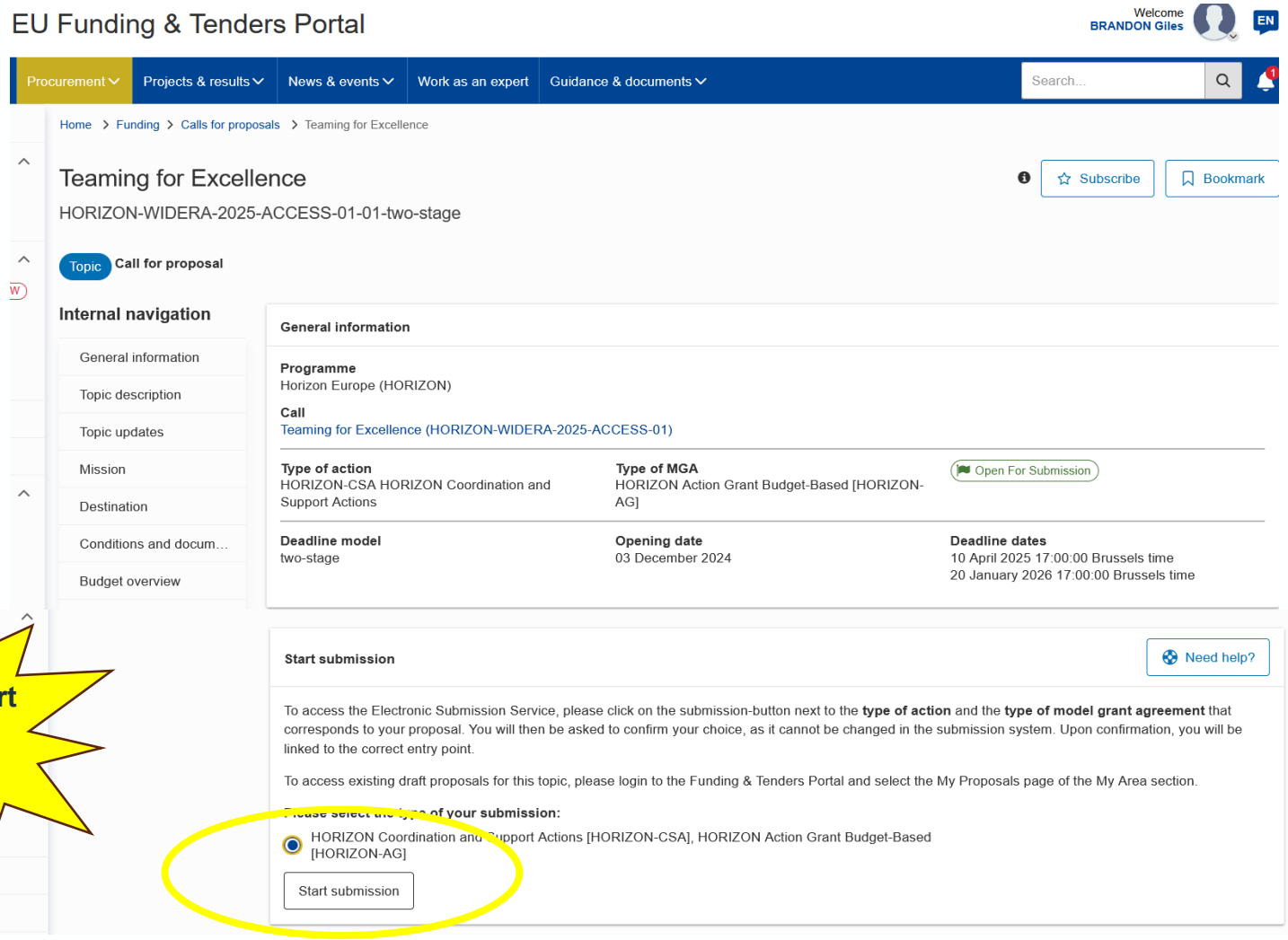
Proposal Submission (2 of 2)



Click the "Start Submission" button

- During call registration, you need to give the PIC (Participant Identification Code) for your organisation.
- Once registered to the call, then need to:
  - Enter administrative data for consortium partners for the Part A.
  - Upload a .pdf file containing the Part B technical proposal.
  - Upload budget data.
  - Run the online proposal validation check.
  - Press submit button.

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Proposal Evaluation (1 of 1)

- **Admissibility & Eligibility Check:** Ensures proposals meet submission rules and eligibility criteria.
- **Expert Review:** Independent evaluators (typically three) assess proposals based on three criteria:
  - Excellence (scientific/technical merit, innovation).
  - Impact (potential benefits, dissemination, and exploitation).
  - Implementation (work plan, resources, risk management).
- **Scoring:** Evaluators assign scores (0–5) for each criterion. Overall score out of 15.
- **Scoring thresholds:** Typically, 3/5 for each criterion and 10/15 for overall score.
- **Consensus & Ranking:** Evaluation summary report (ESR) is prepared based on reviewer consensus. Contains scores and summary of evaluators' qualitative comments (strengths and weaknesses) for each of the three scoring criteria. 2-4 pages in length.
- **Funding Decision:** Top-ranked proposals receive funding offers. Rare for proposals to be funded with Excellence score below 4.5/5 and overall score below 13.5/15.
- **Timing:** Typically, evaluation summary reports distributed 4-5 months after the call deadline.

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Grant Agreement Preparation (1 of 1)

- **Invitation to Prepare the Grant Agreement:** Selected proposals receive an official notification via the Funding & Tenders Portal.
- **Grant Agreement Data Collection:** Beneficiaries provide legal, financial, and administrative details.
- **Budget & Work Plan Finalisation:** Ensure alignment with the evaluated proposal, including any recommended changes. EC are often quite pedantic on this finalisation process, and it can take the coordinator/consortium multiple iterations before the Description of the Action (Part A and B) for the grant agreement is finalised.
- **Consortium Agreement:** See next slide.
- **Financial & Legal Validation:** The European Commission verifies eligibility, financial capacity, and legal status.
- **Ethical & Security Review:** If applicable, projects undergo ethics and security assessments.
- **Signing the Grant Agreement:** Electronic signature via the Funding & Tenders Portal by the coordinator.
- **Timing:** Normally, process complete within 3 months of invitation to negotiations.

If proposal preparation feels like a marathon, then contract negotiation is at least a semi-marathon.

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Consortium Agreement (1 of 1)

- **Purpose:** Defines internal collaboration rules, rights, and responsibilities among consortium partners.
- **Mandatory for Multi-Beneficiary Projects:** **Required** unless stated otherwise in the call conditions.
- **Key Elements:**
  - **Governance Structure:** Decision-making processes, roles, and responsibilities.
  - **Financial Management:** Budget distribution, payment terms, and cost eligibility.
  - **Intellectual Property (IP) & Data Management:** Ownership, access rights, and exploitation of results.
  - **Liability & Conflict Resolution:** Rules for dispute resolution, liability, and risk-sharing.
  - **Publication & Dissemination Rules:** Guidelines for sharing project results while protecting IP.
- **Timing:** EC demand that the Consortium Agreement is signed before the Grant Agreement is signed.
- **Pragmatic Tips:**
  - Use established templates (**e.g., DESCA model**) to save time and ensure completeness.
  - Clarify financial and legal responsibilities early to avoid misunderstandings.
  - Ensure all partners actively review and agree on terms before finalisation according to deadlines.

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Optional Homework

- **Optional homework towards receiving a *Certificate of Project Management*:**
  - **Use the Case Study from your first homework.**
  - **Create a lump sum budget for your Case Study using the EC's Lump Sum Funding Excel budget tool (see slide #50).**
  - **If you find it too hard to estimate personnel costs, person months, etc, for your case study then use the following data:**
    - **Five consortium partners: Partner 1, Partner 2, …. , Partner 5**
    - **Personnel monthly costs: Partner 1 – GE (Public), Partner 2 – PT (Public), Partner 3 – FR (Public), Partner 4 – NL (Private), Partner 5 – LU (Private) (Choose salaries that fall between the 20th-80th percentile from the Horizon dashboard for lump sum evaluations, see slide #51)**
    - **Total person months: Partner 1 – 72 months, Partner 2 – 108 months, Partner 3 – 36 months, Partner 4 – 90 months, Partner 5 – 54 months**
    - **Work packages (WPs): WP1 – Research, WP2 – Characterisation, WP3 – Demonstration, WP4 – Dissemination, WP5 – Project Management (You decide how to distribute the person-months across the WPs! Remember % recommendations for WP4 and WP5!)**
    - **Travel costs: Partners 1, 2, 3, 4 – 25,000 euro each; Partner 5 – 13,000 euro**
    - **Research consumable costs: Partner 1 – 15,000 euro, Partner 2 – 10,000 euro, Partner 3 – 20,000 euro**
    - **Equipment costs: Partner 1 – 30,000 euro of depreciation (allocated to WP2)**
- **Email homework to giles.brandon@intelligentsia-consultants.com**
- **Homework deadline: 18/04/2025**

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Thank You - End of Training Presentation!

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