GREATER COPENHAGEN EU OFFICE

HORIZON EUROPE TOOLS

Project & Proposal Development

KØBENHAVNS UNIVERSITET

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Introduction to the Toolbox

Horizon Europe is the EU Framework programme for research and innovation 2021-2027. It has an overall budget of € 95,5 bn of which more than half is allocated to strategic and applied research in six multidisciplinary clusters which address global challenges and European competitiveness.
The toolbox offers a guide to understand how to approach the six clusters and the nature of Horizon Europe collaborative projects.

These tools are developed for researchers in universities and hospitals who wish to lead or join Horizon Europe multidisciplinary projects - regardless of their level of previous experience with EU-funded projects. The toolbox also provides useful guidance for experienced project development managers in public institutions who wish to understand and further explore their opportunities in Horizon Europe.

The tools were developed by The Capital Region of Denmark, Region Zealand, Copenhagen Business School, Roskilde University, University of Copenhagen, Technical University of Denmark and Greater Copenhagen EU Office.

Table of Contents

Horizon Europe Introduction
- Structure of the Horizon Europe Programme
- Collaborative Project – Key Points of Identification
- Collaborative Projects – Types of Action

Horizon Europe Work Programme
- Structure of the Work Programme 2021-2022
- How to Read a Topic:
    - Topic Reading List
    - Word Clarifications List

Horizon Europe Consortium Building
- How to Build a Consortium

Horizon Europe Policy Context
- The Role of Horizon Europe in the European Policy Context
- Delivering on Impact: From Policy Priorities to Your Project Proposal

Horizon Europe Proposal Writing
- Proposal Coherence: Connecting Objectives, Work Packages and Results
- Logic of a Project Based on the Horizon Europe Template
- Timeline for Proposal Planning

Horizon Europe Introduction

The first part of the toolbox provides the basic information about Horizon Europe with specific focus on the strategic and applied research part of the programme.

Focus is therefore on Pillar 2 of the programme which focuses on Global Challenges & European Industrial Competitiveness. Strategic and applied research is implemented through collaborative projects in which multinational consortia representing multiple scientific disciplines and stakeholders collaborate on a specific topic.

This part includes the following illustrations:

- **Structure of the Horizon Europe Programme**
- **Collaborative Project – Key Points of Identification**
- **Collaborative Projects – Types of Action**

Structure of the Horizon Europe Programme

Pillar 1
Excellent Science

- European Research Council
- Marie Sklodowska-Curie Actions
- Research Infrastructures

Pillar 2
Global Challenges and European Industrial Competitiveness / Strategic and Applied Research

Clusters

- Health
- Culture, Creativity and Inclusive Society
- Civil Security for Society
- Digital, Industry and Space
- Climate, Energy and Mobility
- Food, Bioeconomy, Natural Ressources, Agriculture and Environment

Missions & Partnerships

Joint Research Centre

Pillar 3
Innovative Europe

- European Innovation Council
- European innovation ecosystems
- European Institute of Innovation and Technology

Widening Participation and Strengthening the European Research Area

- Widening Participation and Spreading Excellence
- Reforming and Enhancing European R&I system

Collaborative Project – Key Points of Identification

Minimum 3 legal entities from 3 different EU countries or associated countries.

Projects include non-academic organisations and companies.

Projects are always interdisciplinary.

Researchers from all over the world can participate - those in Europe can receive funding.

100% project related costs + 25% overhead is funded.

Projects typically last 3-5 years.

Top-down approach: Topic given by the EC following the political priorities.

Collaborative Projects – Types of Action

Type of action	Research and Innovation Action (RIA)	Innovation Action (IA)	Coordination and Support Action (CSA)
Aim	• Establish new technology/knowledge to solve defined problems	• Plans and arrangements or designs for new, altered or improved products, processes or services	• Establish/develop strategic plans/roadmaps, and/or act as coordinating bodies of a research and innovation area
Scope of Activities	• Basic/applied research • Technology development and integration • Small-scale test/ validation • Limited demonstration or pilot activities	• Prototyping • Testing, demonstration • Piloting • Large-scale product validation • Market replication • Limited research activities	• No research or development activities • Coordination • Networking • Drafting strategies/roadmaps/ recommendation
Corsortium Partners	• Often led by research institutions. • Often include companies, hospitals, NGOs etc. • End users strongly recommended	• Always involve industrial partners and/or SMEs • End users essential	• Partners relevant for network theme
Indicative budget per project in million Euros.	• 3-10 million	• 5-20 million	• 2-5 million

Horizon Europe Work Programme

The work programme is the key document that implements Horizon Europe. It outlines calls for proposals, the context of calls, the specific topics and practical information such as deadlines for proposals and budget allocation. There is one biannual work programme for each part of Horizon Europe, e.g. one for each individual cluster.

This part provides help to understand the work programmes and includes the following illustrations and tools:

- **Structure of the Work Programme 2021-2022**
- **How to Read a Topic:**
    - **Topic Reading List**
    - **Word Clarifications List**

Structure of the Work Programme 2021-2022

Introduction

- EU Political Context
- Overall aim of cluster

Destination

- Link to Strategic Plan
- The Thematic Focus
- Expected Impact
- Synergies with Other Parts of Horizon Europe

Calls

- Overview of Topics in a Given Call
- Call Conditions, e.g. Deadline, Budget, Expected Number of Projects

Topics

- The Subject Specific Text
- Type of Action
- Scope
- Expected Outcome

How to Read a Topic: Topic Reading List

Pay attention to the following:	
Type of action	• Note the type of action and consequent type of eligible activities
Outcomes	• Identify relations between the expected outcomes • Identify core outcome(s) that lay the basis for other expected outcomes • Relate each expected outcome to a potential stakeholder/partner
Scope	• Identify the key issue at stake • Note key words that may be grounded in EU policy priorities/strategies • Note the perspectives that proposals need to address • Identify the academic disciplines needed to substantially address all aspects/perspectives • Identify the non-academic stakeholders need to substantially address all aspects/ perspectives • Identify potential limitations or excluded issues • Distinguish between need to do / nice to do aspects
Call	• Check the expected EU contribution per project • Check the total budget for the topic/number of projects expected to be funded per topic
Topic in general	• Rate your idea and potential contribution against the topic requirements • Decide on the role you wish to undertake

How to Read a Topic: Word Clarifications List

Horizon Topic Word Examples:	What does it mean?
All	Proposals are required to address all aspects
Some	Proposals are required to address more than one aspect. Need to analyse the dependencies between concepts
Several	Almost all
Should	Must
Could	If you don't do it, you need to carefully explain why
Includes but not limited to	Specific aspects mentioned must be addressed but these are not exclusive.
Are encouraged	Must
Are strongly encouraged	Must
Should… if relevant	Proposals need a very good justification if this issue is not taken into account
Expected	Must
Are welcome	Optional. If the issue is well addressed, the proposal may gain an additional ½ point

NB: Always pay attention to the context of the specific topic text.

Horizon Europe Consortium Building

Consortium building is one of the key implications of a successful Horizon Europe proposal. Consortium building is based on the topic specific requirements. The choice of partners needs to reflect the required activities and convincingly demonstrate that the combination of expertise can deliver on the expected outcomes and impacts.

This part provides help to understand how to build a consortium and includes the following illustration and advice:

- **How to Build a Consortium**

How to Build a Consortium

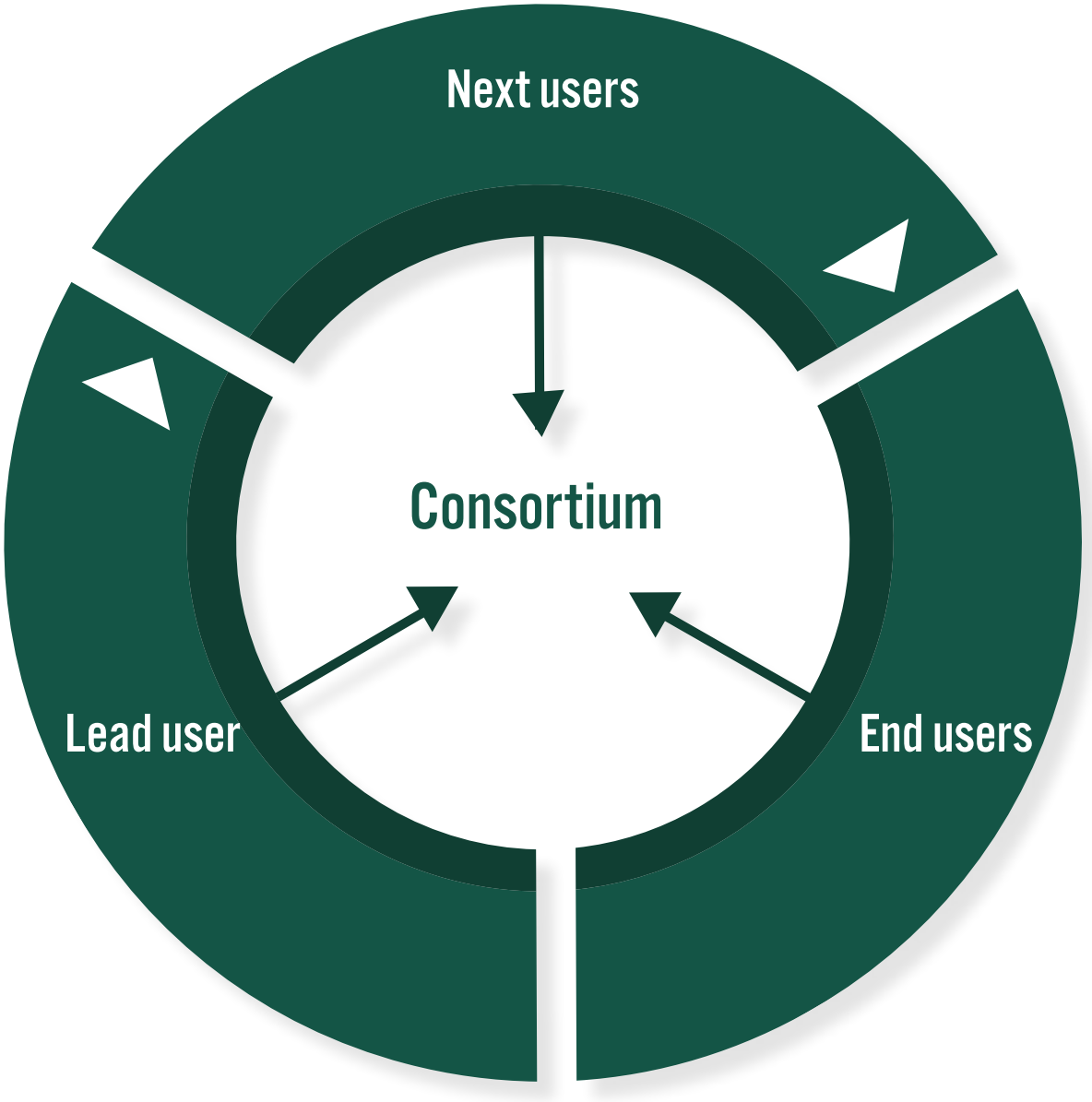
Course of action:

1. Identify the stakeholder your project is targeting (lead user)
- Always include lead user in the consortium

2. Identify consortium partners with complementary types of knowledge and skills

3. Identify and involve "multipliers": People who can bring in practical knowledge and help disseminate the results in the long term

4. Set up a plan with a clear role for each of the different partners



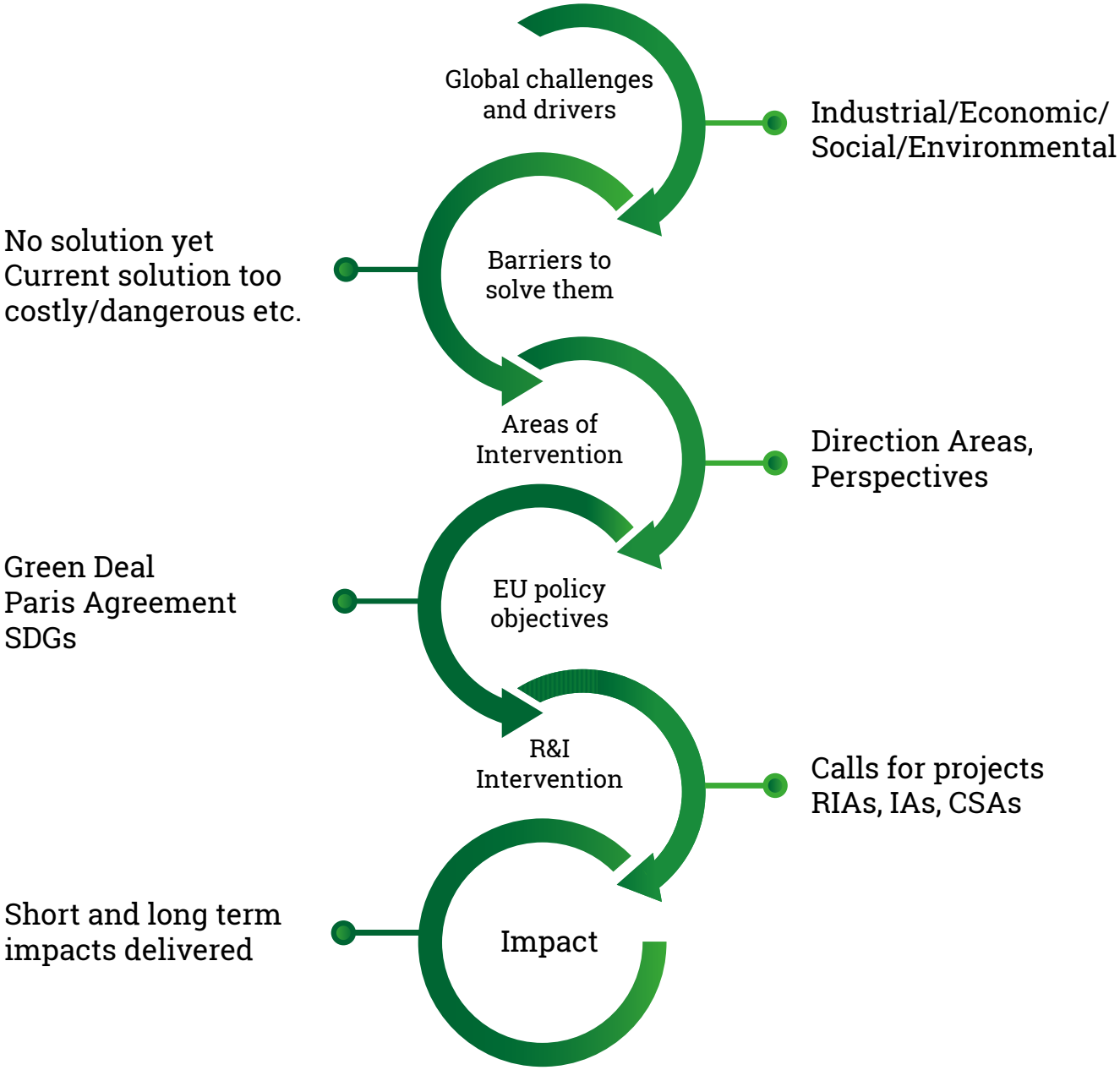
Horizon Europe Policy Context

The objective of the strategic and applied research part of Horizon Europe is to deliver on global key challenges, EU policies and the priorities of European citizens. Therefore, topics are based on a top-down principle in which policy priorities set the direction for research and innovation opportunities. It is often useful to know and understand the concrete policy context related to the topic to which the proposal should respond.

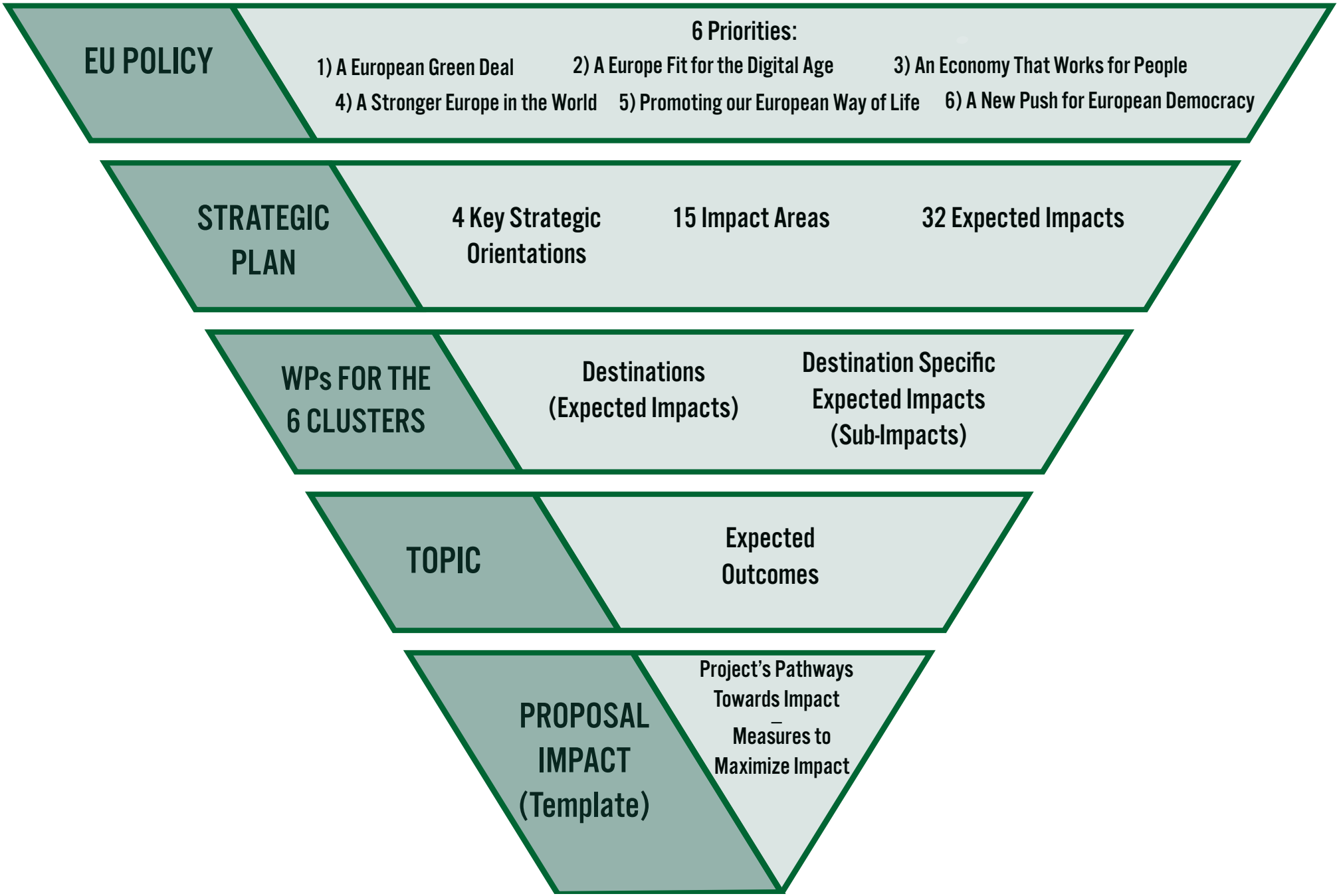
This part provides help to understand the relation between concrete policy context and a project proposal and includes the following illustrations:

- **The Role of Horizon Europe in the European Policy Context**
- **Delivering on Impact: From Policy Priorities to Your Project Proposal**

The Role of Horizon Europe in the European Policy Context



Delivering on Impact: From Policy Priorities to Your Project Proposal



Horizon Europe Proposal Writing

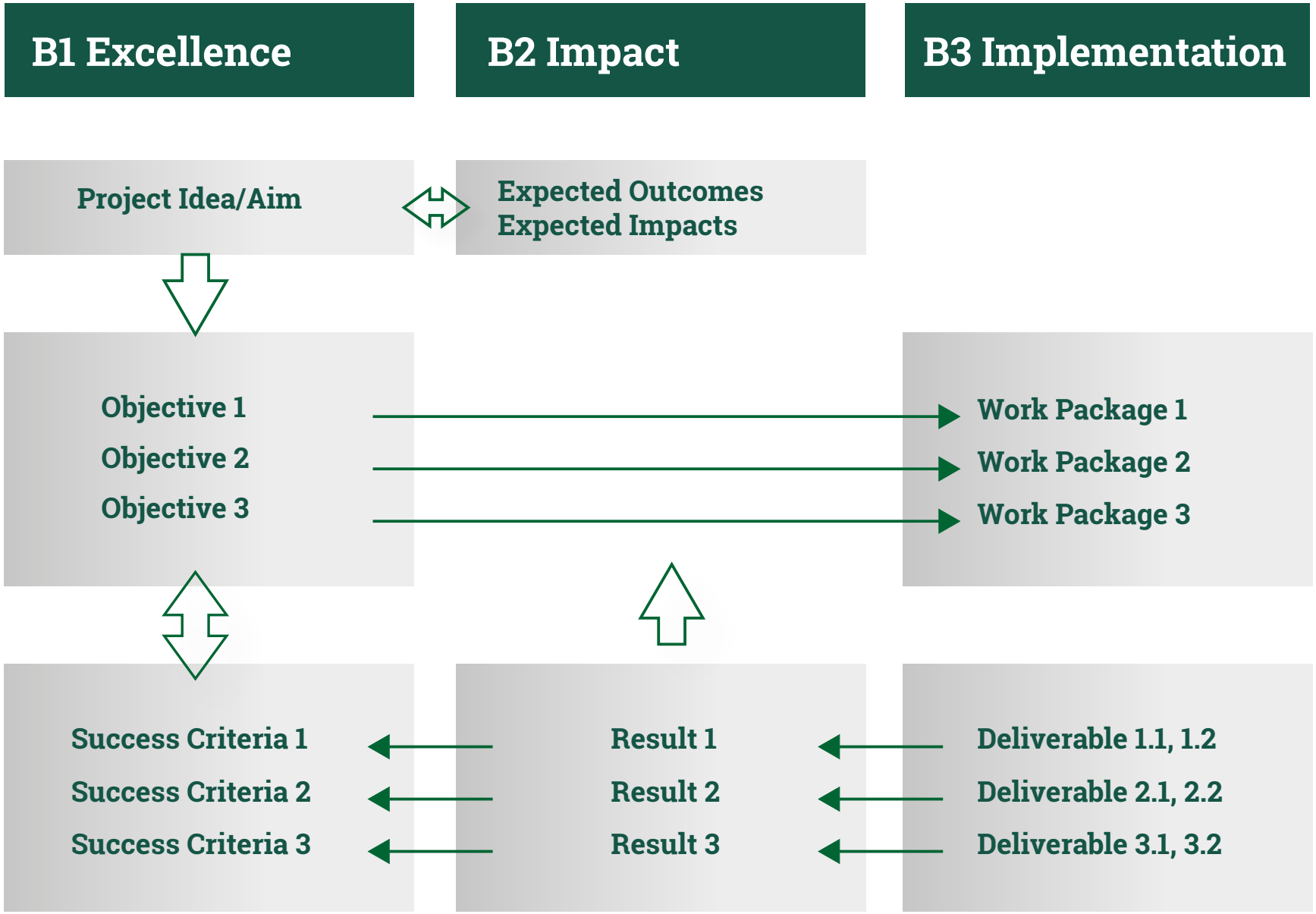
Proposals for Horizon Europe are based on the template drafted and published by the European Commission. Particularly, coordinators of proposals should understand the logic of a proposal to coherently connect objectives, work packages, deliverables and consortium partners.

It takes a significant amount of time and effort to coordinate and lead Horizon Europe collaborative proposal development. Therefore, planning is among the keys to success.
This part provides help to write the proposal and includes the following illustrations:

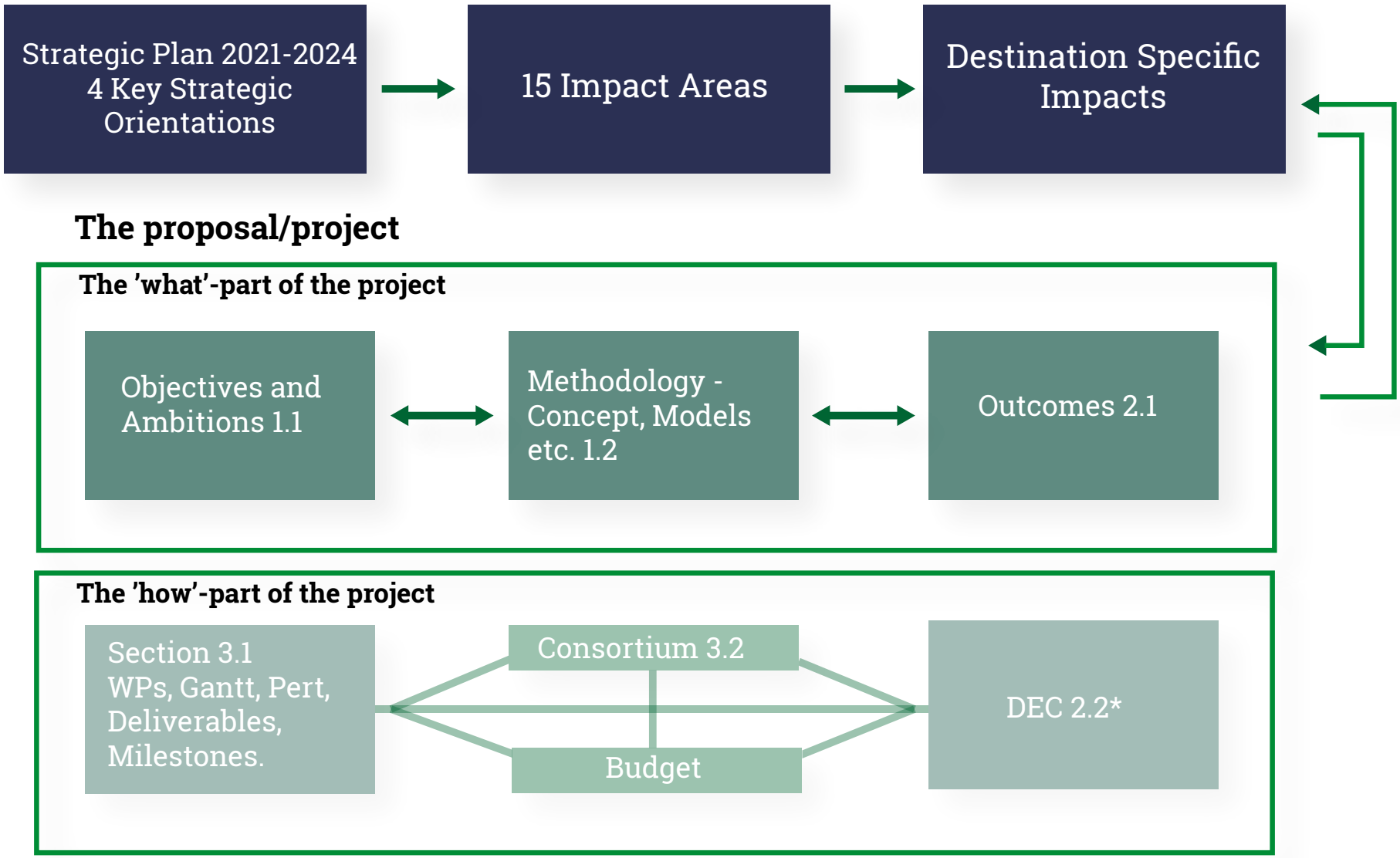
- **Proposal Coherence: Connecting Objectives, Work packages and Results**
- **Logic of a Project Based on the Horizon Europe Template**
- **Timeline for Proposal Planning**

Proposal Coherence

Connecting Objectives, Work Packages and Results



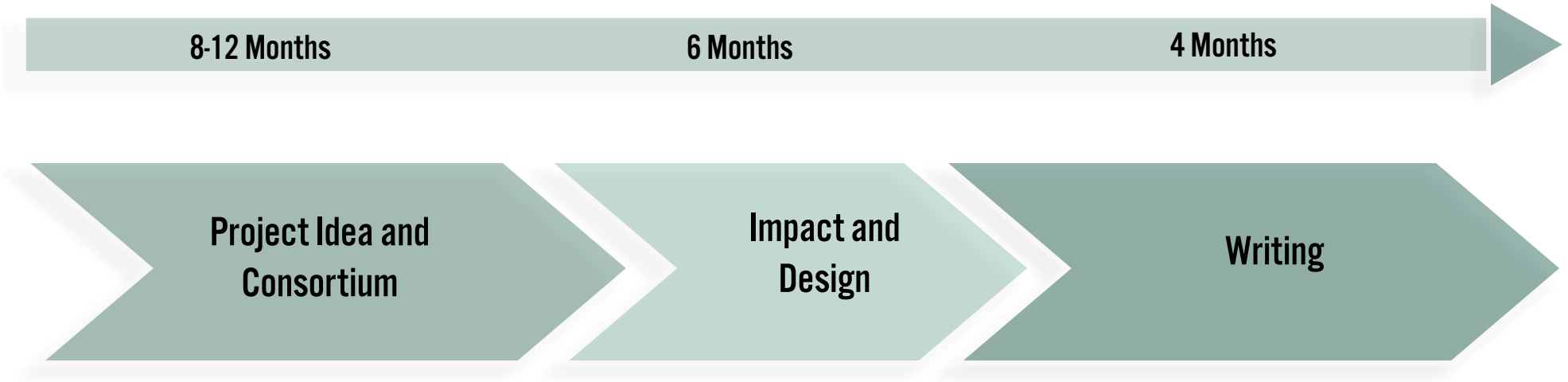
Logic of a Project Based on the Horizon Europe Template



*DEC = Dissemination, Exploitation and Communication (aka "measures to maximise impact")

Timeline for Proposal Planning

Time before deadline:



NB. Indicative timeline

Contact and Credits

This material has been developed and assembled by The Capital Region of Denmark, Region Zealand, Copenhagen Business School, Roskilde University, University of Copenhagen, Technical University of Denmark and Greater Copenhagen EU Office following the Towards Horizon Europe course.

Credits:

Page 14: Netherlands Enterprise Agency, 29 October 2020

Page 17: Based on Enspire Science Ltd “H2020 proposal template guide -understanding the inner logic and structure”, 2018

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