



APRE

Agenzia per la Promozione
della Ricerca Europea

L'impatto in Horizon Europe

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Project Manager



Who am I?



- Politics and International Relations Degree
- MS in Public and Political Communication
- Project Manager

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My expertise

Communication
Project Management
Stakeholder Engagement



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Destination 1 – Biodiversity and Ecosystem Services

Call - Biodiversity and Ecosystem Services.....

Conditions for the Call.....

Understanding biodiversity decline

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HORIZON-CL6-2021-BIODIV-01-02: Data and technologies for the inventory, identification and monitoring of endangered wildlife and other species groups

HORIZON-CL6-2021-BIODIV-01-03: Understanding and valuing coastal biodiversity and ecosystem services

HORIZON-CL6-2021-BIODIV-01-04: Assess and predict integrated impacts of direct and indirect stressors on coastal and marine biodiversity, ecosystem services

Valuing and restoring biodiversity and ecosystem services

HORIZON-CL6-2021-BIODIV-01-05: The economics of nature-based solutions: benefit analysis, market development and funding

HORIZON-CL6-2021-BIODIV-01-06: Nature-based solutions, prevention of risks and the insurance sector

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HORIZON-CL6-2021-BIODIV-01-09: Assessing and consolidating recent advances on freshwater ecosystem restoration

HORIZON-CL6-2021-BIODIV-01-10: Demonstration of measures and management for coastal and marine ecosystems restoration and resilience in simplified socio-ecological systems

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Destination 1 – Biodiversity and Ecosystem Services

The EU Biodiversity Strategy for 2030 is a cornerstone of the European Union's recovery plan for 2021-2026. It will also prepare the EU to take a leading role in the negotiations on a new global framework to halt biodiversity loss. With the 'no harm' vision, all EU policies will become more biodiversity-friendly, supporting the sustainable use of ecosystems, supporting the recovery in a post-pandemic world. The vision is fully supported in the Strategic Plan of Horizon Europe for 2021-2026, with a strategic orientation 'Protecting and restoring ecosystems and biosphere sustainably natural resources on land and at sea, and achieving adaptation'. Consequently, Destination 1 "Biodiversity and Ecosystem Services" will achieve the following expected impact from Cluster 6 "Biodiversity recovery, and ecosystems and their services are preserved and restored on land, inland water and at sea through improved knowledge and funded under this destination must therefore contribute to deliver this

Research and innovation is key to delivering important impacts in food-health-water-climate and to achieving the goal of healthy and resilient societies by 2030. It will also enable transformational change engaging Europe and their global impacts, making decisions more biodiversity-friendly, policy targets, develop nature-based solutions and holistic approaches to address causes of biodiversity loss, particularly in connection to productive sectors to be integrated in ecosystem-based management. Investments will protect and restore the integrity of terrestrial, aquatic and marine ecosystems, and their capacity to deliver a wide range of ecosystem services. In Horizon Europe, a long-term strategic research agenda for biodiversity recovery is developed.

The sixth mass extinction is taking place: one million species are at risk of degradation of ecosystems severely affects the fabric of life that we know as humankind. None of the globally agreed targets of the Strategic Plan for Biodiversity 2020 has been fully achieved¹⁰, with the biodiversity crisis even deepening. Understanding biodiversity status, pressures, impacts and responses needs to be supported by scientific work in certain ecosystems. Understanding the main drivers through data-driven science, integrated tools, models and scenarios, will support Europe's

¹⁰ 2020 EU Biodiversity Strategy for 2030: Bringing nature back into the mainstream. Solutions are "inspired and supported by nature, which are environmentally, social and economic benefits and help build resilient societies. More diverse, nature and natural features and processes into cities, locally adapted, resource-efficient and systemic interventions. Help restore biodiversity and support the delivery of a range of ecosystem services. Global assessment (2019). Summary for policy-makers. European Commission's 5th Global Biodiversity Outlook (2020).

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Biological Diversity. All topics will directly contribute to the EU Biodiversity Strategy for 2030 and to the Sustainable Development Goals (SDGs) 13, 14, 15, 17.

Several Missions will also help to achieving biodiversity-related impacts, notably in the areas of "Adaptation to climate change including societal transformation", "Climate-neutral and smart cities", "Ocean, seas and waters" and "Soil health and food".

Expected impact

Proposals for topics under this Destination should set out a credible pathway contributing to Biodiversity and Ecosystem Services, and more specifically to one or several of the following impacts:

- **Biodiversity decline, its main direct drivers and their interrelations are better understood and addressed** through the production, integration and use of open data, knowledge, education and training, innovative technologies, solutions and control measures, in collaboration with European and international initiatives.
- **Biodiversity and natural capital are integrated into public and business decision-making at all levels for the protection and restoration of ecosystems and their services**; science base is provided for planning and increasing protected areas, and sustainably managing ecosystems.
- **Europe builds competitive sustainability and tackles climate change and natural disasters through the deployment of nature-based solutions**, fully reaping their economic, social and environmental benefits for a green recovery across all European regions.
- **The interrelations between biodiversity, health, food, soil, water and climate are better known** and communicated to citizens and policy-makers; in particular, risks associated with microbiomes and biodiversity-friendly prevention/mitigation measures, and opportunities for biodiversity recovery are identified.
- **Practices in agriculture and forestry support biodiversity and the provision of other ecosystem services** based on a) a better understanding of functional biodiversity (above and below ground), b) effective knowledge and innovation systems and c) ready-to-use solutions for land managers, adapted to specific conditions.
- **Access to a wider range of crops and breeds with a broadened genetic base is improved in line with global biodiversity commitments** through increased insight into the characteristics of genetic resources and enhancing capacities for their preservation and use in breeding and in primary production (farming, forestry, fisheries, aquaculture). More (bio)diverse, resilient production systems will have positive knock-on effects on value chains, consumption, healthy diets and the wider, non-managed biodiversity.
- **Approaches for enabling transformative changes in society** for biodiversity and ecosystems recovery are identified, tested and implemented in policy, governance, law

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and society; all indirect drivers of biodiversity loss are addressed and 'do not harm' biodiversity policies are mainstreamed across sectors.

Research is interconnected across Europe, supporting and enhancing the integration of national, EU and international environmental policies and conventions.

Actions under this destination will have impacts in the following areas: "Climate change mitigation and adaptation"; "Clean and healthy air, water and soil"; "Sustainable food systems and rural development"; "A resilient EU prepared for emerging threats"

All(s) in this work programme contribute to this destination:

	Budgets (EUR million)		Deadline(s)
	2021	2022	
-2021-	218.50	20.00	01 Sep 2021
-2022-		90.00	15 Feb 2022
-2022-stage		46.00	15 Feb 2022 (First Stage) 01 Sep 2022 (Second Stage)
Overall budget	218.50	156.00	

WP CLX (Structure)

- Introduction
- DestinationX
 - Intro, expected impact
 - Call 2021
 - Call 2022
 - Call 2022 – two stage (if any)



Horizon Europe: destination structure

Title	<ul style="list-style-type: none"> • short and meaningful, communicating the essence of the expected impact and policy direction
Introductory narrative	<ul style="list-style-type: none"> • sets the scene, describes briefly the challenges, includes the overall rationale for the choice of the topics
Expected impacts	<ul style="list-style-type: none"> • “Proposals for topics under this destination should set out a credible pathway to contributing to [title of the destination], and more specifically [to one or several of/all] the following impacts...” • list of expected impacts → primary impact of each destination corresponds to one of the expected impacts identified in the relevant Cluster-specific annex of the Strategic Plan
Link to impact areas	<ul style="list-style-type: none"> • a final paragraph makes the link with impact areas set out in the draft Strategic Plan
Table	<ul style="list-style-type: none"> • a table summarizing the calls in the Destination will be generated by the IT system

Horizon Europe - Work Programme 2021-2022
Food, Bioeconomy Natural Resources, Agriculture and Environment

Destination 1 – Biodiversity and Ecosystem Services

The EU Biodiversity Strategy for 2030 is a cornerstone of the European Green Deal that will put Europe's biodiversity on the path to recovery by 2030, for the benefit of people, climate and the planet. It will also prepare the EU to take a leading role in the upcoming international negotiations on a new global framework to halt biodiversity loss. With the Green Deal's 'do no harm' vision, all EU policies will become more biodiversity-friendly, focusing more on the sustainable use of ecosystems, supporting the recovery in a post-pandemic world. This policy vision is fully supported in the Strategic Plan of Horizon Europe for 2021-2024 in its first key strategic orientation 'Protecting and restoring ecosystems and sustainably natural resources on land and at sea, and achieving adaptation'. Consequently, Destination 1 'Biodiversity and Ecosystem Services' will achieve the following expected impact from Cluster 6 'Biodiversity recovery, and ecosystems and their services are preserved on land, inland water and at sea through improved knowledge as funded under this destination must therefore contribute to deliver it:

Research and innovation is key to delivering important impacts food-health-water-climate and to achieving the goal of healthy and resilient ecosystems by 2030. It will also enable transformational change engaging Europe and their global impacts, making decisions more biodiversity-friendly, developing nature-based solutions⁷ and holistic approaches to address the causes of biodiversity loss, particularly in connection to product sectors to be integrated in ecosystem-based management. Invest to protect and restore the integrity of terrestrial, aquatic and marine ecosystems, and their capacity to deliver a wide range of ecosystem services. In Horizon Europe, a long-term strategic research agenda for biodiversity is developed.

The sixth mass extinction is taking place: one million species are at risk of extinction if degradation of ecosystems severely affects the fabric of life on Earth. None of the globally agreed targets of the Strategic Plan 2020 has been fully achieved⁸, with the biodiversity crisis even more acute. Addressing its main drivers through data-driven science, in particular through taxonomic work in certain ecosystems. Understanding its main drivers through data-driven science, in particular through taxonomic work in certain ecosystems. Understanding its main drivers through data-driven science, in particular through taxonomic work in certain ecosystems. Understanding its main drivers through data-driven science, in particular through taxonomic work in certain ecosystems.

COM(2020)380 EU Biodiversity Strategy for 2030: Bringing nature-based solutions are "inspired and supported by nature, which provide environmental, social and economic benefits and help build more, and more diverse, nature and natural features and processes into our societies through locally adapted, resource-efficient and systemic interventions that benefit biodiversity and support the delivery of a range of ecosystem services" (2020).
IPBES global assessment (2019). Summary for policy-makers.
United Nations' 5th Global Biodiversity Outlook (2020).

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- **Europe builds competitive sustainability and tackles climate change and natural disasters through the deployment of nature-based solutions**, fully reaping their economic, social and environmental benefits for a green recovery across all European regions.
- **The interrelations between biodiversity, health, food, soil, water and climate are better known and communicated** to citizens and policy-makers; in particular, risks associated with microbiomes and biodiversity-friendly prevention/mitigation measures, and opportunities for biodiversity recovery are identified.
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- **Approaches for enabling transformative changes in society** for biodiversity and ecosystems recovery are identified, tested and implemented in policy, governance, law



<i>Legal and financial set-up of the Grant Agreements</i>	The rules are described in General Annex G.
<i>Financial and operational capacity and exclusion</i>	The criteria are described in General Annex C.
<i>Procedure</i>	The procedure is described in General Annex F.

Innovating with governance models and supporting policies

Proposals are invited against the following topic(s):

HORIZON-CL6-2021-GOVERNANCE-01-01: Mobilising the network of National Contact Points in Cluster 6



Specific conditions	
<i>Expected EU contribution per project</i>	The EU estimates that an EU contribution of around EUR 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.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 2.50 million.
<i>Type of Action</i>	Coordination and Support Actions
<i>Eligibility conditions</i>	The conditions are described in General Annex B. The following exceptions apply: Applicants must be Horizon Europe national support structures (e.g. NCP) responsible for Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment' and officially nominated to the Commission, from a Member State or Associated Country or any third country associated to Horizon Europe. Only in case and as long as Horizon Europe structures would not yet be officially nominated, national support structures responsible for Societal Challenges 2 (SC2) and 5 (SC5) would be eligible.
<i>Procedure</i>	The procedure is described in General Annex F. The following exceptions apply: The granting authority can fund a maximum of one project.

Expected Outcome: In line with the European Green Deal priorities, the successful proposal will interconnect National Contact Point (NCP) service across Europe and will help develop

innovative governance models enabling sustainability and resilience notably to achieve better informed decision-making processes, societal engagement and innovation.

- An improved and more interconnected National Contact Point (NCP) service across Europe, in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment', thereby simplifying access to Cluster 6 Horizon Europe calls, lowering the entry barriers for newcomers, and raising the average quality of proposals submitted;
- A more harmonised level of NCP support services across Europe.
- Widening – promoting participation in actions in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment' to new stakeholders, such as, but not limited to, civil society organisations.
- Enhanced integration of all the crosscutting issues throughout Horizon Europe.
- Increased participation of less active member states, associated countries, regions and stakeholders in the actions funded under Horizon Europe Cluster 6 programme to leverage the full R&I potential.
- Connection with NCP Academy activities.
- Increased cooperation of NCPs with the Enterprise Europe Network.

Scope: Proposals should aim to facilitate trans-national co-operation between National Contact Points (NCPs) in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment', with a view to identifying and sharing good practices and raising the general standard of support to programme applicants, taking into account the diversity of actors that make up the action will provide important feedback on issues and evaluation.

Proposal should aim to facilitate trans-cluster cooperation, with a view to identifying synergies, to make it possible. Coordination and cooperation are key to achieving these networks.

The activities of this topic should build on the knowledge of NCP networks developed under Horizon 2020.

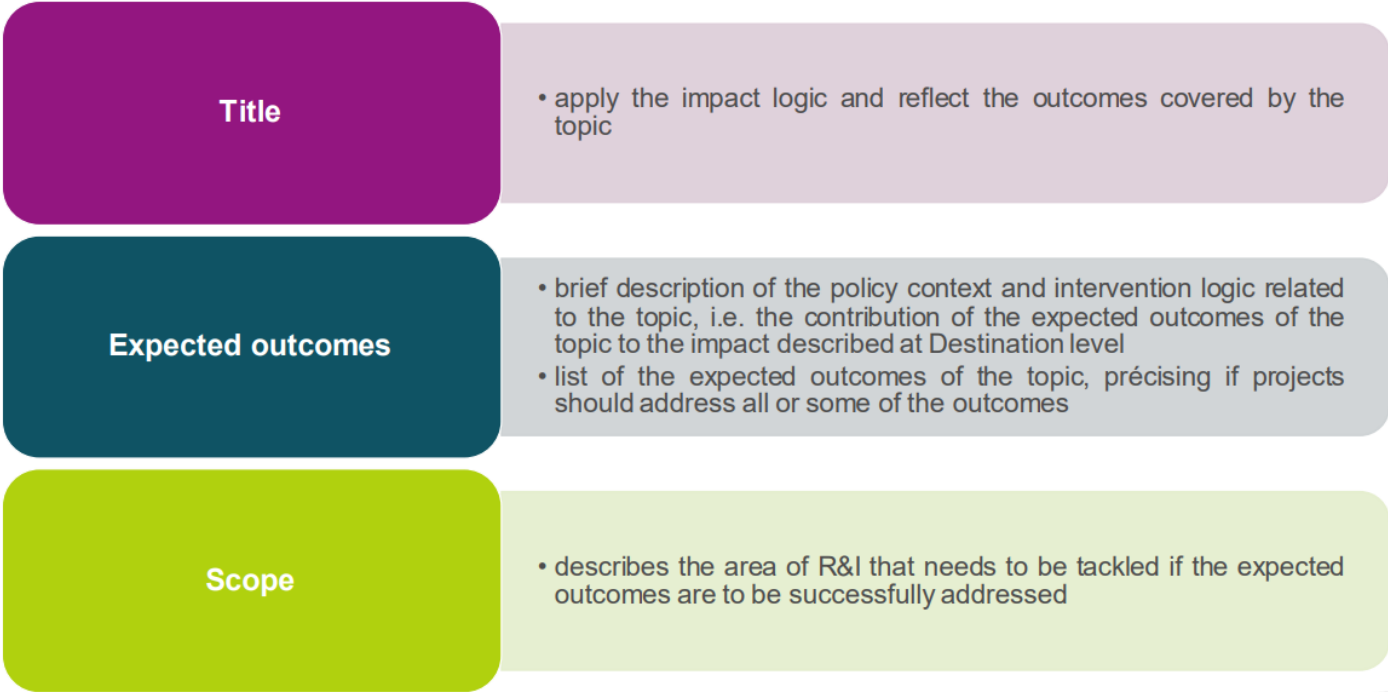
In view of the changes brought about by the action, NCPs will organise transnational events to communicate about new research activities; to draw lessons from previous experiences for cooperation; to help interested stakeholder organisations and structures.

Topic

- Conditions related to the topic
- Expected outcomes
- Scope



Horizon Europe: topic structure



*Horizon Europe - Work Programme 2021-2022
Food, Bioeconomy, Natural Resources, Agriculture and Environment*

<i>Legal and financial set-up of the Grant Agreements</i>	The rules are described in General Annex G.
<i>Financial and operational capacity and exclusion</i>	The criteria are described in General Annex C.
<i>Procedure</i>	The procedure is described in General Annex F.

Innovating with governance models and supporting policies
Proposals are invited against the following topic(s):

HORIZON-CL6-2021-GOVERNANCE-01-01: Mobilising the network of National Contact Points in Cluster 6

Specific conditions	
<i>Expected EU contribution per project</i>	The EU estimates that an EU contribution would allow these outcomes to be addressed; this does not preclude submission and selection of different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is
<i>Type of Action</i>	Coordination and Support Actions
<i>Eligibility conditions</i>	The conditions are described in General Annex A. Applicants must be Horizon Europe partner organisations responsible for Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment' and Commission, from a Member State or a country associated to Horizon Europe. Only in case and as long as Horizon Europe officially nominated, national support structures (SC2) and 5 (SC5) would be
<i>Procedure</i>	The procedure is described in General Annex F. The granting authority can fund a maximum of

Expected Outcomes: In line with the European Green Deal, this topic will interconnect National Contact Point (NCP) service across Europe.

Scope: Proposals should aim to facilitate trans-national co-operation between National Contact Points (NCPs) in the areas covered by Horizon Europe Cluster 6 'Food, Bioeconomy, Natural Resources, Agriculture and Environment', with a view to identifying and sharing good practices and raising the general standard of support to programme applicants, taking into account the diversity of actors that make up the constituency of this Cluster. In addition, the action will provide important feedback on issues relating to programme planning, design and evaluation.

Proposal should aim to facilitate trans-cluster cooperation in the areas covered by Pillar 2, with a view to identifying synergies, to make it possible to share good practices and tools. Close coordination and cooperation are key to achieve the objectives and impacts of the NCP networks.

The activities of this topic should build on the knowledge and tools already generated by the NCP networks developed under Horizon 2020.

In view of the changes brought about by the adoption of Horizon Europe, the network of NCPs will organise transnational events to communicate with all interested actors regarding new research activities; to draw lessons from previous research programmes on best practice for cooperation; to help interested stakeholders prepare for new funding schemes and structures.





Application Form

RIA/IA:

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

RIA/IA stage one:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af_he-ria-ia-stage-1_en.pdf

CSA:

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

CSA stage one:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af_he-csa-stage-1_en.pdf





Application Form



Application form (proposal template)

Same structure

The proposal contains two parts:

- **Part A** (web-based forms) is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.
- **Part B** is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.





Application Form

Application Forms

Proposal ID XXXXXXXXXX

Acronym XXXXXXXX

Structure of the Proposal

The proposal contains two parts:

- **Part A** of the proposal is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal. The participants can update the information in the submission system at any time before final submission.
- **Part B** of the proposal is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic. The templates for a specific call may slightly differ from the example provided in this document.

The electronic submission system is an online wizard that guides you step-by-step through the preparation of your proposal. The submission process consists of 6 steps:

- Step 1: Logging in the Portal
- Step 2: Select the call, topic and type of action in the Portal
- Step 3: Create a draft proposal: Title, acronym, summary, main organisation and contact details
- Step 4: Manage your parties and contact details: add your partner organisations and contact details.
- Step 5: Edit and complete web forms for proposal part A and upload proposal part B
- Step 6: Submit the proposal

- Instructions and footnotes in green will not appear in the text generated by the IT system.
- For options [in square brackets]: the option that applies will be automatically shown in the IT system (Part A) or included in the template of Part B offered by the IT system or you must select the appropriate value from a predefined list.
- For fields in [grey in square brackets] (even if they are part of an option as specified in the previous item): enter the appropriate data in the IT system.
- Data in coloured fields will be prefilled by the IT tool.

HE template – part B



1. Excellence

1.1 Objectives and Ambition

1.2 Methodology

2. Impact

2.1 Project's pathways towards impact

2.2 Measures to maximise impact

a) Dissemination and exploitation of results

b) Communication activities

2.3 Summary

3. Implementation

3.1 Work plan and resources

3.2 Capacity of participants and consortium as a whole



- Impact: Definition and Types
- Impact Pathway
- Key Impact Pathways (KIPs)
- Impact in the HE template
- How to maximise the impact
- Communication, Dissemination and Exploitation Plan
- Activities



Outline



... in bibliography



“Consequences of an action that affects people’s lives in areas that matter to them” (ESF, 2012).



“An effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia” (REF, 2014).



“Influence of research or its effect on an individual, a community, the development of a policy, or the creation of a new product or service” (Pathways to Impact, AHRC).



Your **demonstrable** contributions...



Impact

Impact = The benefits derived from the innovation

- ▣ The larger the benefit, the larger the impact
- ▣ Impact is not limited to economic or commercial aspects
- ▣ it can also be societal, environmental, technical, educational, or scientific

It must go beyond the life-cycle of the project



The impact in different contexts

CULTURAL

Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC

Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL

Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.

HEALTH

Contribution to public health, life expectancy, prevention of illnesses and quality of life.

POLITICAL

Contribution to how policy makers act and how policies are constructed and to political stability.

SCIENTIFIC

Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.

SOCIAL

Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.

TECHNOLOGICAL

Contribution to the creation of product, process and service innovations.

TRAINING

Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications



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European Science Foundation Impact Classifications

The impact in different contexts

Knowledge production

New **peer reviewed** publications and citations

Presentations to national and international **conferences**

New **'grey literature'**

New **systematic reviews or findings**

Increased availability of evidence including **open access data**

Establishment of new **datasets** and/or databases



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TRAINING



Contribution to curricula, pedagogical tools, qualifications

The impact in different contexts

Economic impact

New or expanded **products, licenses**, or services created
Spin-off or start-up businesses registered
Employment created or increased
More efficient use of **public resources**
Leveraging of national and international **funding**
Increased **income** generated
Reduced redundancies and costs

European Science Foundation Impact Classifications



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TRAINING



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European Science Foundation Impact Classifications

The impact in different contexts

Environmental

Improving **awareness** and **understanding** of climate change and its consequences and stimulate public debate

Evidence-informed environmental **policy**

Improved management or conservation of **natural resources**

Improved management of environmental **risks or hazards**

Improved private or public **services**

New/improved **technologies** or processes to reduce **pollution** and/or the impact of pollutants

Improvement in sustainable use of resources for **resilient** societies

...and more!



Environmental impact

Climate action includes:

- ↗ **mitigating** climate change (helping to cut greenhouse gas emissions)
- ↗ **adapting** to the impact of climate change by building resilience to phenomena such as flooding, droughts and other extreme weather events
- ↗ **contributing to understanding** the causes of climate change.



Sustainable Development Goals (SDGs)



In 2015, world leaders paved the way for a more sustainable society worldwide by adopting the **2030 Agenda for Sustainable Development**.

The Agenda includes 17 Sustainable Development Goals (SDGs) to **end poverty, fight inequality and injustice, and tackle climate change** by 2030

 **Sustainable Development**

development that meets the needs of the present without compromising the ability of future generations to meet their own needs within the planet's physical boundaries



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European Science Foundation Impact Classifications

The impact in different contexts

Health and wellbeing

New or improved **interventions, services, drug/treatments/therapies, diagnostic or medical technologies, care practices or processes**

Improved health and wellbeing at an **individual** level

Reduced inequalities in health status and health and social care utilisation through **information** and **policies** targeting vulnerable/disadvantaged groups

Increased efficiency in the delivery of **public health and social services**, as well as health-related interventions and services delivered by NGOs and others in the community

Improved **quality of life** due to improved health and wellbeing services/interventions

Enhanced **animal health and welfare**

Reduction in **costs** and **delays** for treatments, interventions, practices, and processes due to newly

Mitigation of risks to health or well-being through **preventative or early intervention** services

Increase in number of participants enrolled in **clinical and community-based trials**

Increase in number of individuals engaging in **healthy lifestyles**



The impact in different contexts

Social and Cultural

Enhanced opportunities for **creativity, self-expression and human development**

Increased appreciation and/or design of **cultural services** such as museums, galleries, libraries










Attitudinal changes, education and understanding

Stimulation or informing of **public debate**

Improved quality of life through improved **access to services**

Local, regional or national development and **regeneration plans**

Improved **human performance** due to new or changed technologies or processes.

<p>CULTURAL </p> <p>Contribution to understanding of ideas and reality, values and beliefs.</p>	<p>ECONOMIC </p> <p>Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).</p>	<p>ENVIRONMENTAL </p> <p>Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.</p>
<p>HEALTH </p> <p>Contribution to public health, life expectancy, prevention of illnesses and quality of life.</p>	<p>POLITICAL </p> <p>Contribution to how policy makers act and how policies are constructed and to political stability.</p>	<p>SCIENTIFIC </p> <p>Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.</p>
<p>SOCIAL </p> <p>Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.</p>	<p>TECHNOLOGICAL </p> <p>Contribution to the creation of product, process and service innovations.</p>	<p>TRAINING </p> <p>Contribution to curricula, pedagogical tools, qualifications</p>

European Science Foundation Impact Classifications



CULTURAL



Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC



Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL



Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.

HEALTH



Contribution to public health, life expectancy, prevention of illnesses and quality of life.

POLITICAL



Contribution to how policy makers act and how policies are constructed and to political stability.

SCIENTIFIC



Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.

SOCIAL



Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.

TECHNOLOGICAL



Contribution to the creation of product, process and service innovations.

TRAINING



Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications

The impact in different contexts

Policy

Implementation, revision or evaluation of policies to improve efficiency, efficacy of **public services**, products and processes **Evidence-informed** policy and related budget decisions, changes to legislation, regulations, guidelines, or funding

Revised **educational curricula**, across all levels, informed by new knowledge

Commissioned **reports** from government departments/agencies **Policy briefing papers**, practical handbooks and other grey material produced for / disseminated to relevant professionals, policy makers, and civic and civil society organisations



CULTURAL



Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC



Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL



Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.

HEALTH



Contribution to public health, life expectancy, prevention of illnesses and quality of life.

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Contribution to how policy makers act and how policies are constructed and to political stability.

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Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.

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Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.

TECHNOLOGICAL



Contribution to the creation of product, process and service innovations.

TRAINING



Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications

The impact in different contexts

Product development

Patents and other IP applications and award of commercialisation support grants to develop products or services

License agreements and revenues generated as a result of spin-out companies or formal collaborative

Partnerships between researchers and relevant research stakeholders

Quality, efficiency or productivity of a **service**



CULTURAL



Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC



Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL



Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.

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TRAINING



Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications

The impact in different contexts

Capacity building

Education, training and improved **skills** of current and future workers for public and industry services and for academia

Improved relevancy of **educational curricula** at all levels

Higher degrees and **research experience** obtained by research personnel

Increased leveraged **funding** due to number and level of highly skilled researchers

Spin-off **projects** developed and further **research** funding leveraged

Development and use of novel **research techniques**



CULTURAL



Contribution to understanding of ideas and reality, values and beliefs.

ECONOMIC



Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).

ENVIRONMENTAL



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Contribution to the creation of product, process and service innovations.

TRAINING



Contribution to curricula, pedagogical tools, qualifications

European Science Foundation Impact Classifications

The impact in different contexts

Internationalization

Success of researchers and relevant entities in attaining international **research funding**, for example, through EU Framework programmes

Attraction and retention of international **talent**

New connections to **international expertise** providing access to state-of-the-art knowledge, ideas and publics

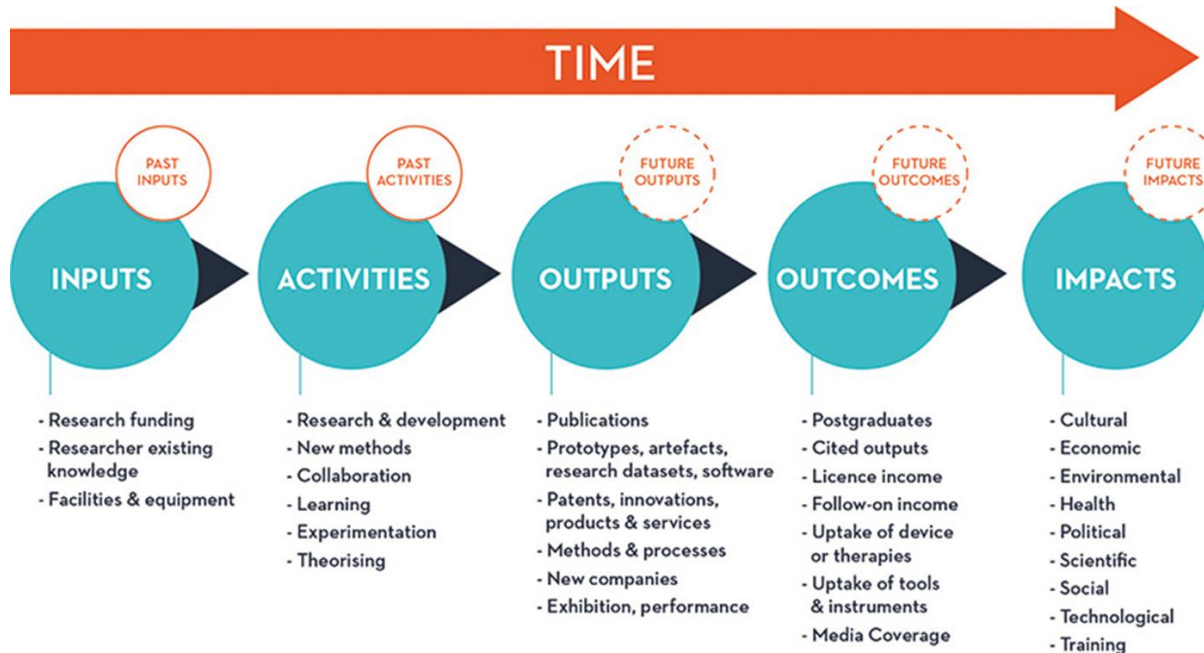
Leveraging of international funding through **industrial and collaborative research**

New national/international collaborations or strategic **partnerships**

Contribution to **international relations** and the international profile and reputation of EU



The impact journey



The impact journey traces research impact over time including identification of distinctive stages in its development, and its subsequent diffusion between disciplines and the wider society.



- Impact: Definition and Types
- **Impact Pathway**
- Key Impact Pathways (KIPs)
- Impact in the HE template
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Outline



Horizon Europe cycle



Impact-driven Framework Programme





Strategic documents



STRATEGIC PLAN



Two Strategic Plans are planned for the duration of Horizon Europe: [the first one covers the period of 2021-2024](#), the second one – 2025-2027.

sets the strategic orientations for the targeting of investments in the programme's first four years. It ensures that EU research and innovation actions contribute to **EU priorities**, including a climate-neutral and green Europe, a Europe fit for the digital age, and an economy that works for people.

The strategic plan includes:

- ❖ four **strategic orientations** for research and innovation investments under Horizon Europe for the next four years;
- ❖ the European co-funded and co-programmed **partnerships**
- ❖ the EU **missions** to be supported through Horizon Europe
- ❖ the areas for **International Cooperation** (underpinning the 4 strategic orientations)



IMPLEMENTATION STRATEGY

focuses on how the new programme will achieve those objectives in practice. It will provide the framework for carefully designed rules and efficient processes, across the entire programme and project life cycle, allowing the programme to deliver its impacts in a way that is as efficient and user-friendly as possible



Implementation Objectives



IMPLEMENTATION STRATEGY

The strategy is designed so that the implementation measures - in different ways and at different parts of the project life-cycle - reinforce and enable the main objectives of the programme itself. In particular, the strategy will be focused on:



- ❖ **Maximising impacts**, because more has to be done to boost and focus the impact of European R&I spending, and Horizon Europe has been conceived with this in mind. The programme has high level objectives that cut across the programme, pathways to impact addressed at every level, and special arrangements envisaged to implement the new high-impact schemes such as missions and the EIC;
- ❖ Ensuring greater transparency and further simplification
- ❖ Fostering synergies with other EU spending programmes
- ❖ Easing access through digital transformation and outreach



Main Orientations

 Maximising impacts



IMPLEMENTATION STRATEGY

Starting with the way the **work programme** is conceived, there will be a **clearer specification of the expected impacts**. Unlike Horizon 2020, these targeted impacts will be given at the level of a call, or group of topics, while expected outcomes will be set out for each topic. These provisions will guide applicants and experts alike, and will ensure that, from the off, projects are lined up along impact pathways. Importantly, while expected impacts will be precise, topics will be **open to a range of different pathways** to achieve those impacts. These targeted impacts will further enable to define the expected feedback to policy at call or groups of topics level.



Main Orientations

 Maximising impacts



IMPLEMENTATION STRATEGY

In turn, the proposal evaluation **impact criterion**, and the way applicants are guided by the proposal template, will refer to the work programme targeted impacts, and require the applicants to specify how their proposal could contribute to these targeted impacts. A project -specific **dissemination and exploitation plan** will be required and evaluated at proposal stage



Main Orientations

 Maximising impacts



IMPLEMENTATION STRATEGY

Where indicated in the work programme, and in particular under **missions** and the **EIC pathfinder**, evaluation modalities will be designed to ensure the selection of a coherent portfolio of projects , capitalising on the experience of the ongoing EIC pilot. The process will entail two phases: firstly, an evaluation of the intrinsic quality of each proposal submitted; and secondly, the identification of high-quality proposals that go together in a way that maximises the expected **impact of the portfolio as a whole**. The aspects to be considered will have to be spelled out in the work programme and will include the avoidance of gaps and undesirable overlaps, in relation to the work needed to achieve the mission.



Main Orientations

 Maximising impacts



IMPLEMENTATION STRATEGY

As for **monitoring and reporting**, work will be undertaken to identify appropriate indicators, methodologies and baseline values to implement the **Key Impact Pathways (KIP)** to better measure scientific, societal and economic impacts of projects (including their contributions in meeting the Sustainable Development Goals), while minimising any additional burden on beneficiaries. Meanwhile new indicators will be set up to measure the nearly 30 items that require monitoring and reporting across the programme, in areas such as monitoring of collaborative links or the level of TRLs in collaborative research. Importantly, **monitoring and reporting on European Partnerships**, including those based on Article 185 and 187, will conform to the general provisions for the ‘mainstream’ parts of the programme, as well as measures for the exploitation and valorisation of results.



Main Orientations

 Maximising impacts



IMPLEMENTATION STRATEGY

In addition to the usual obligation to report on dissemination and exploitation (D&E), efforts will be made to incentivise beneficiaries to continue the reporting on D&E activities **beyond the life of the project itself**. These incentives will include the new **Horizon Results Platform**, helping beneficiaries show-case the outcomes and impacts in an appealing way, as well as the continuation of the **Horizon Impact Award and Innovation Radar**, creating opportunities for networking and attracting potential users. The D&E boosters will keep delivering customized services to beneficiaries to enhance their D&E activities and unveil the potential of their results.



Main Orientations

 Maximising impacts



IMPLEMENTATION STRATEGY

Particular attention will be given to exploiting results and information that can be used as an **input to EU policy-making** by the Commission Services and national administrations. This will entail better connections between implementing bodies and policy-makers, and includes R&I supported under institutionalised partnerships.



To sum up...



IMPLEMENTATION STRATEGY



- ❖ During proposal writing consider: long-term effect (**destinations**) and medium-term effect (**topic**)
- ❖ The impact as criterion: it counts how it's generated (**Impact Pathway**) and how it's maximised (**CDEP**)
- ❖ Specific actions to maximise the impact of the Programme: **Mission** and **EIC Pathfinder**
- ❖ Indicators to measure and evaluate: **Key Impact Pathways (KIP)**
- ❖ Maximise the impact beyond the project lifetime: **Horizon Results Platform, Impact Award and Innovation Radar**
- ❖ Pay special attention to how your results could contribute to **EU policies**



Strategic documents



STRATEGIC PLAN

sets the strategic orientations for the targeting of investments in the programme's first four years. It ensures that EU research and innovation actions contribute to **EU priorities**, including a climate-neutral and green Europe, a Europe fit for the digital age, and an economy that works for people.

Strategic Plan*	EC Policy Priority	Based on the Political Guidelines for the European Commission 2019-2024 with a focus on three key priorities: Green Deal, Europe fit for the Digital Age, and Economy that Works for People	General policy level
	Key Strategic Orientation	Set of strategic objectives within the EC policy priorities where R&I investments are expected to make a difference	Programme level
	Expected Impacts	Wider effects on society (including the environment), the economy and science, enabled by the outcomes of R&I outcomes (long-term)	Cluster level
Work Programme	Destination	Packages of actions around which each Work Programme part within Pillar II will be designed. Destinations are a series of coherent packages aimed at contributing to the expected impacts set out in the Strategic Plan. The Destinations will provide the policy narrative for the calls and actions included in the WP. In the WP, the text of the Destination should reflect the expected impact as set out in the Strategic Plan.	Cluster WP Level
	Call for proposal	Each Destination will be implemented by means of calls for proposals. Under Horizon Europe, we need to align our definition of a 'call' with the Financial Regulation and with the common approach across all MFF programmes.	



Impact pathway





Impact Pathway





- Impact: Definition and Types
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Outline



Key Impact Pathways in Horizon Europe

KIPs will aim to:

- ❖ Tell the story of the progress of the Programme as a whole, according to its objectives
- ❖ Monitor progress at any moment in time (short-term, mid-term, long-term)

In this process, EC needs to:

- ❖ Know who the individual researchers are (e.g. through unique identifiers)
- ❖ Track the FP outputs better, through a structured reference to the funding source in publications, patents and other IPR applications
- ❖ Make more use of available data and links to relevant existing databases so as to minimise the administrative burden of beneficiaries



IMPACT DESIGN IN HORIZON EUROPE

THREE TYPES OF IMPACT BASED ON OBJECTIVES



Scientific impact

Promote scientific excellence, support the creation and diffusion of high-quality new fundamental and applied knowledge, skills, training and mobility of researchers, attract talent at all levels, and contribute to full engagement of Union's talent pool in actions supported under the Programme.



Societal impact

Generate knowledge, strengthen the impact of R&I in developing, supporting and implementing Union policies, and support the uptake of innovative solutions in industry, notably in SMEs, and society to address global challenges, inter alia the SDGs

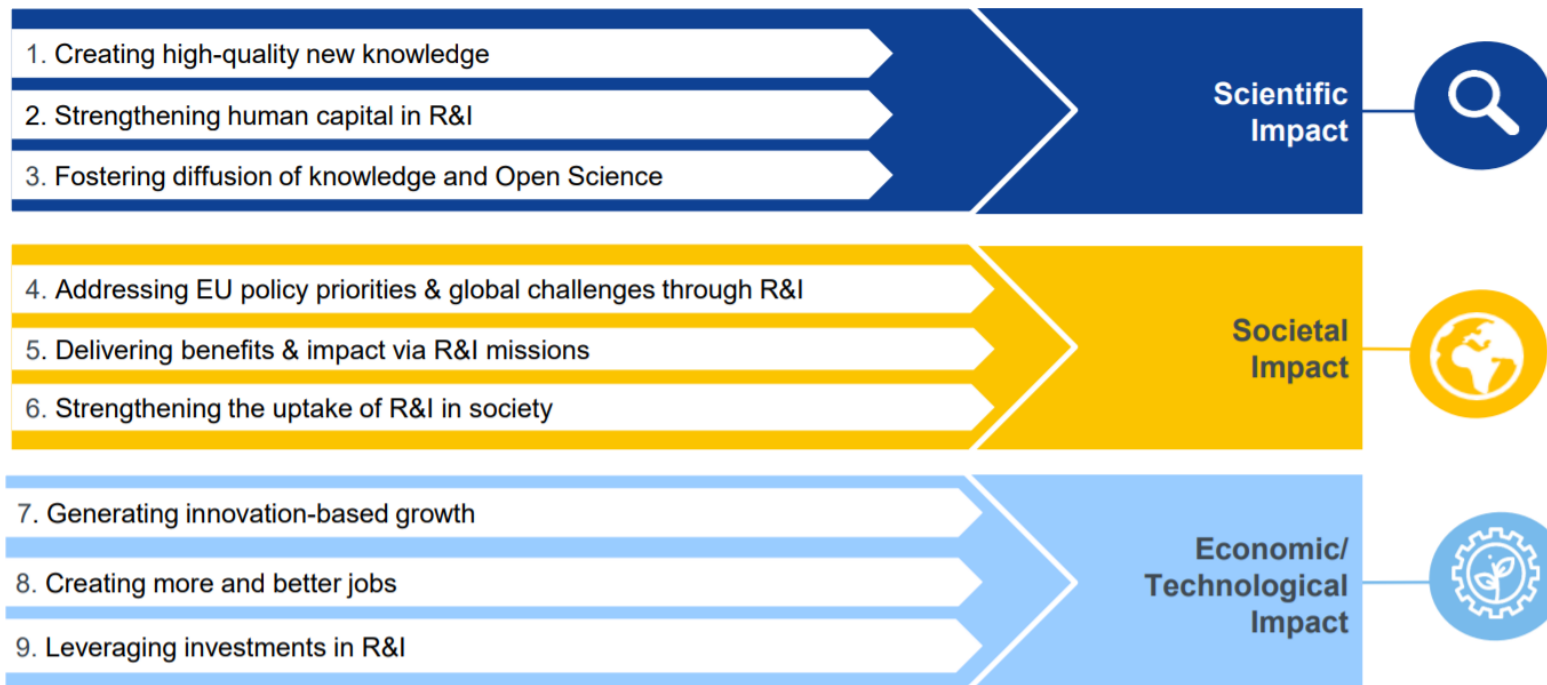


Economic impact

Foster all forms of innovation, facilitate technological development, demonstration and knowledge transfer, and strengthen deployment of innovative solutions



The 9 KIPs



THE 9 KIPs

Article 50 & Annex V 'Time-bound indicators to report on an annual basis on progress of the Programme towards the achievement of the objectives referred to in Article 3 and set in Annex V along impact pathways'



Pathway 1. Creating high quality new knowledge



STORY LINE: The FP creates and diffuses high quality new knowledge, as shown by the high-quality publications that become influential in their field and worldwide.

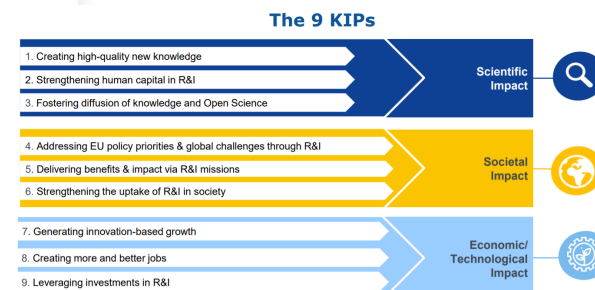
Indicator (short, medium, long-term)



Data needs: Identification of publications co-funded by the FP through the insertion of a specific funding source ID when publishing, allowing follow-up tracking of the perceived quality and influence through publication databases and topic mapping.



THE 9 KIPs





Annex V – table 1

Towards scientific impact	Short-term	Medium-term	Longer-term
Creating high-quality new knowledge	<u>Publications</u> - Number of FP peer reviewed scientific publications	<u>Citations</u> - Field-Weighted Citation Index of FP peer reviewed publications	<u>World-class science</u> - Number and share of peer reviewed publications from FP projects that are core contribution to scientific fields
Strengthening human capital in R&I	<u>Skills</u> - Number of researchers involved in upskilling (training, mentoring/coaching, mobility and access to R&I infrastructures) activities in FP projects	<u>Careers</u> - Number and share of upskilled FP researchers with increased individual impact in their R&I field	<u>Working conditions</u> - Number and share of upskilled FP researchers with improved working conditions, including researchers' salaries
Fostering diffusion of knowledge and Open Science	<u>Shared knowledge</u> - Share of FP research outputs (open data/publication/ software etc.) shared through open knowledge infrastructures	<u>Knowledge diffusion</u> - Share of open access FP research outputs actively used/cited	<u>New collaborations</u> - Share of FP beneficiaries having developed new transdisciplinary/ transsectoral collaborations with users of their open FP R&I outputs

THE 9 KIPs



Annex V – table 2

Towards societal impact	Short-term	Medium-term	Longer-term
Addressing EU policy priorities and global challenges through R&I	<p><u>Outputs -</u> Number and share of outputs aimed at addressing identified EU policy priorities and global challenges (including SDGs) (multidimensional: for each identified priority)</p> <p>Including: Number and share of climate-relevant outputs aimed at delivering on the EU's commitment under the Paris Agreement</p>	<p><u>Solutions -</u> Number and share of innovations and research results addressing identified EU policy priorities and global challenges (including SDGs) (multidimensional: for each identified priority)</p> <p>Including: Number and share of climate-relevant innovations and research results delivering on EU's commitment under the Paris Agreement</p>	<p><u>Benefits -</u> Aggregated estimated effects from use/exploitation of FP-funded results, on tackling identified EU policy priorities and global challenges (including SDGs), including contribution to the policy and law-making cycle (such as norms and standards) (multidimensional: for each identified priority)</p> <p>Including: Aggregated estimated effects from use /exploitation of FP-funded climate-relevant results on delivering on the EU's commitment under the Paris Agreement including contribution to the policy and law-making cycle (such as norms and standards)</p>
Delivering benefits and impact through R&I missions	<p><u>R&I mission outputs -</u> Outputs in specific R&I Missions (multidimensional: for each identified mission)</p>	<p><u>R&I mission results -</u> Results in specific R&I Missions (multidimensional: for each identified mission)</p>	<p><u>R&I mission targets met -</u> Targets achieved in specific R&I missions (multidimensional: for each identified mission)</p>
Strengthening the uptake of research and innovation in society	<p><u>Co-creation -</u> Number and share of FP projects where EU citizens and end-users contribute to the co-creation of R&I content</p>	<p><u>Engagement -</u> Number and share of FP beneficiary entities with citizen and end-users engagement mechanisms after FP project</p>	<p><u>Societal R&I uptake -</u> Uptake and outreach of FP co-created scientific results and innovative solutions</p>



THE 9 KIPs



Annex V – table 3

Towards technological / economic impact	Short-term	Medium-term	Longer-term
Generating innovation-based growth	<u>Innovative outputs</u> - Number of innovative products, processes or methods from FP (by type of innovation) & Intellectual Property Rights (IPR) applications	<u>Innovations</u> - Number of innovations from FP projects (by type of innovation) including from awarded IPRs	<u>Economic growth</u> - Creation, growth & market shares of companies having developed FP innovations
Creating more and better jobs	<u>Supported employment</u> - Number of FTE jobs created, and jobs maintained in beneficiary entities for the FP project (by type of job)	<u>Sustained employment</u> - Increase of FTE jobs in beneficiary entities following FP project (by type of job)	<u>Total employment</u> Number of direct & indirect jobs created or maintained due to diffusion of FP results (by type of job)
Leveraging investments in R&I	<u>Co-investment</u> - Amount of public & private investment mobilised with the initial FP investment	<u>Scaling-up</u> - Amount of public & private investment mobilised to exploit or scale-up FP results (including foreign direct investments)	<u>Contribution to '3% target'</u> - EU progress towards 3% GDP target due to FP

THE 9 KIPs



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- **Impact in the HE template**
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- Activities



Outline

HE template



- 1. Excellence
 - 1.1 Objectives and Ambition
 - 1.2 Methodology
- 2. Impact**
 - 2.1 Project's pathways towards impact**
 - 2.2 Measures to maximise impact**
 - a) Dissemination and exploitation of results
 - b) Communication activities
 - 2.3 Summary**
- 3. Implementation
 - 3.1 Work plan and resources
 - 3.2 Capacity of participants and consortium as a whole

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



Some definitions

Results

Results

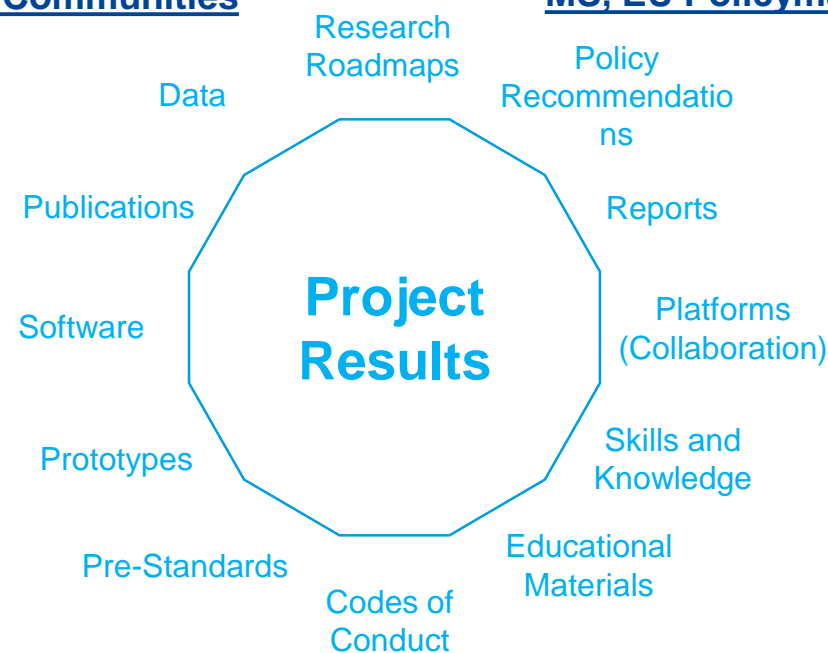
Results' means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights...

Key results are the **outputs generated during the project which can be used and create impact**, either by the project partners or by other stakeholders

Project results can be reusable and exploitable (e.g. inventions, prototypes, services) as such, or elements (knowledge, technology, processes, networks) that have potential to contribute for further work on research or innovation

Research Communities

MS, EU Policymakers



Industry, Innovators

Civic Society, Citizens



Some definitions

Outcomes and Impact

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**.

Example: 9 European airports adopt the advanced forecasting system demonstrated during the project

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**.

Example: The deployment of the advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs



Some definitions

Impact Pathway

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.



Impact

Aspects to be taken into account.

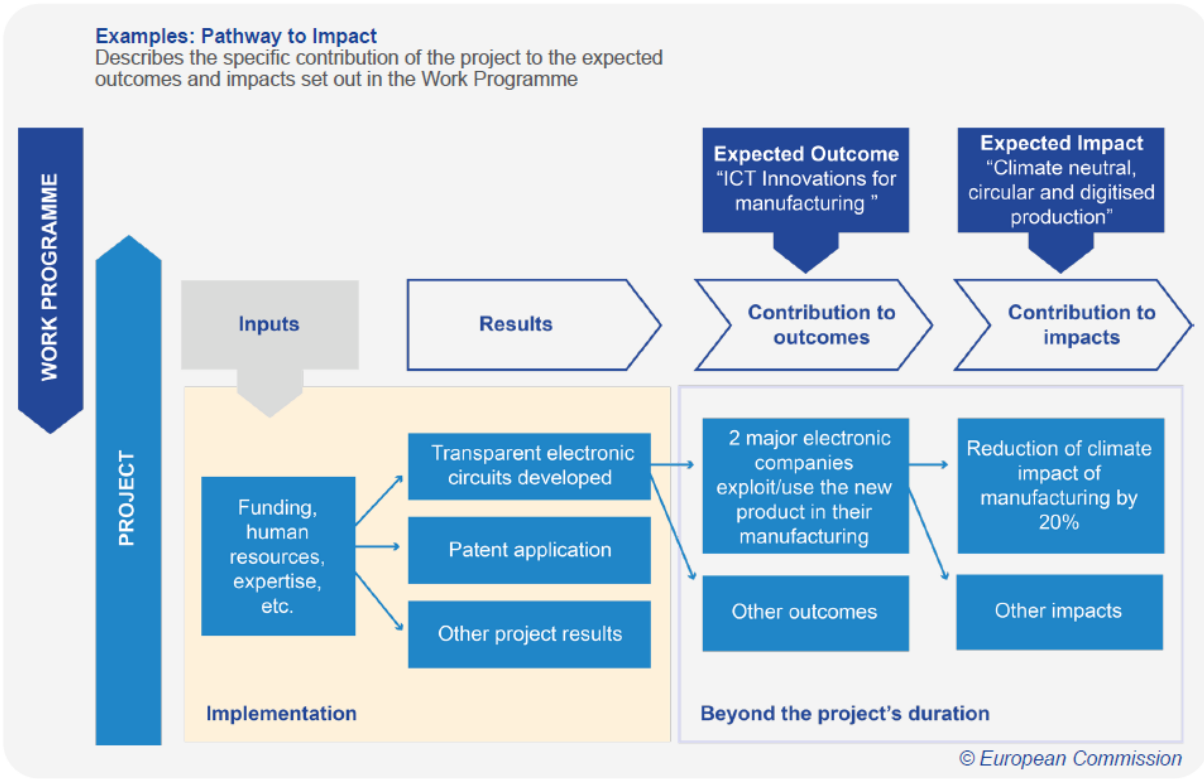
- ❖ **Credibility** of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.
- ❖ **Suitability** and **quality** of the measures to maximise expected outcomes and impacts, as set out in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

The results of your project should make a contribution to the expected outcomes set out for the work programme topic over the medium term, and to the wider expected impacts set out in the 'destination' over the longer term.

In this section you should show how your project could contribute to the outcomes and impacts described in the work programme, the likely scale and significance of this contribution, and the measures to maximise these impacts.



Impact Pathway



Keep in mind!

Link your proposal to the policy context of the call for proposals.

Think of how your project's results, outputs, and impacts will contribute to the topic and destination of the work programme. Proposals will be assessed based on the credibility of their pathway towards impact. In working on this pathway, consider the following questions:

- What are the expected outputs and impacts of your project?
- How do they contribute in a concrete way to the work programme?
- What target groups (user communities? Parts of the society?) would benefit from those impacts?
- What are the risks and barriers to impact, and how can they be addressed to make the pathway towards impact more credible?

Successful valorisation of knowledge and research results in Horizon Europe : boosting the impact of your project through effective communication, dissemination and exploitation DOI: 10.2826/437645



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. The narrative should include the components below, tailored to your project.

- (a) Describe the unique contribution your project results would make towards (1) the outcomes specified in this topic, and (2) the wider impacts, in the longer term, specified in the respective destinations in the work programme.
- (b) Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.
- (c) Give an indication of the scale and significance of the project's contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.



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

Describe the unique contribution your project results would make towards (1) the outcomes specified in this topic, and (2) the wider impacts, in the longer term, specified in the respective destinations in the work programme.

- ❖ Be specific, referring to the effects of your project, and not R&I in general in this field.
- ❖ State the target groups that would benefit. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project.
- ❖ The outcomes and impacts of your project may be:
 - **Scientific**, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
 - **Economic/technological**, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
 - **Societal**, e.g. decreasing CO2 emissions, decreasing avoidable mortality, improving policies and decision making, raising consumer awareness.
- ❖ Only include such outcomes and impacts where your project would make a significant and direct contribution. Avoid describing very tenuous links to wider impacts. However, include any potential negative environmental outcome or impact of the project including when expected results are brought at scale (such as at commercial level). Where relevant, explain how the potential harm can be managed.

KIPs



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

Describe any requirements and potential barriers - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved. These may include, for example, other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behaviour. Indicate if these factors might evolve over time. Describe any mitigating measures you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers.

- Note that this does not include the critical risks inherent to the management of the project itself, which should be described below under 'Implementation'



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

Give an indication of the scale and significance of the project's contribution to the expected outcomes and impacts, should the project be successful. Provide quantified estimates where possible and meaningful.

- ❖ **'Scale'** refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time; **'Significance'** refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.
- ❖ Explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your project. Explain assumptions that you make, referring for example to any relevant studies or statistics. Where appropriate, try to use only one methodology for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).
- ❖ Your estimate must relate to this project only - the effect of other initiatives should not be taken into account



2.2 Measures to maximise impact - Dissemination, Exploitation and Communication [e.g. 5 pages]

- ❏ 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 the management of intellectual property, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.



2.2 Measures to maximise impact - Dissemination, Exploitation and Communication [e.g. 5 pages]

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).

- Please remember that this plan is an **admissibility condition**, unless the work programme topic explicitly states otherwise. In case your proposal is selected for funding, a more detailed 'plan for dissemination and exploitation including communication activities' will need to be provided as a mandatory project deliverable within 6 months after signature date. This plan shall be periodically updated in alignment with the project's progress
- Communication measures should promote the project throughout the full lifespan of the project. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens. Activities must be strategically planned, with clear objectives, start at the outset and continue through the lifetime of the project. The description of the communication activities needs to state the main messages as well as the tools and channels that will be used to reach out to each of the chosen target groups.



2.2 Measures to maximise impact - Dissemination, Exploitation and Communication [e.g. 5 pages]

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).

- ❖ All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project, e.g. standardisation activities. Your plan should give due consideration to the possible follow-up of your project, once it is finished. In the justification, explain why each measure chosen is best suited to reach the target group addressed. Where relevant, and for innovation actions, in particular, describe the measures for a plausible path to commercialise the innovations.
- ❖ If exploitation is expected primarily in non-associated third countries, justify by explaining how that exploitation is still in the Union's interest.
- ❖ Describe **possible feedback to policy measures** generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions



2.2 Policy Feedback



Feeding the policy cycle = 'Windows of opportunity'

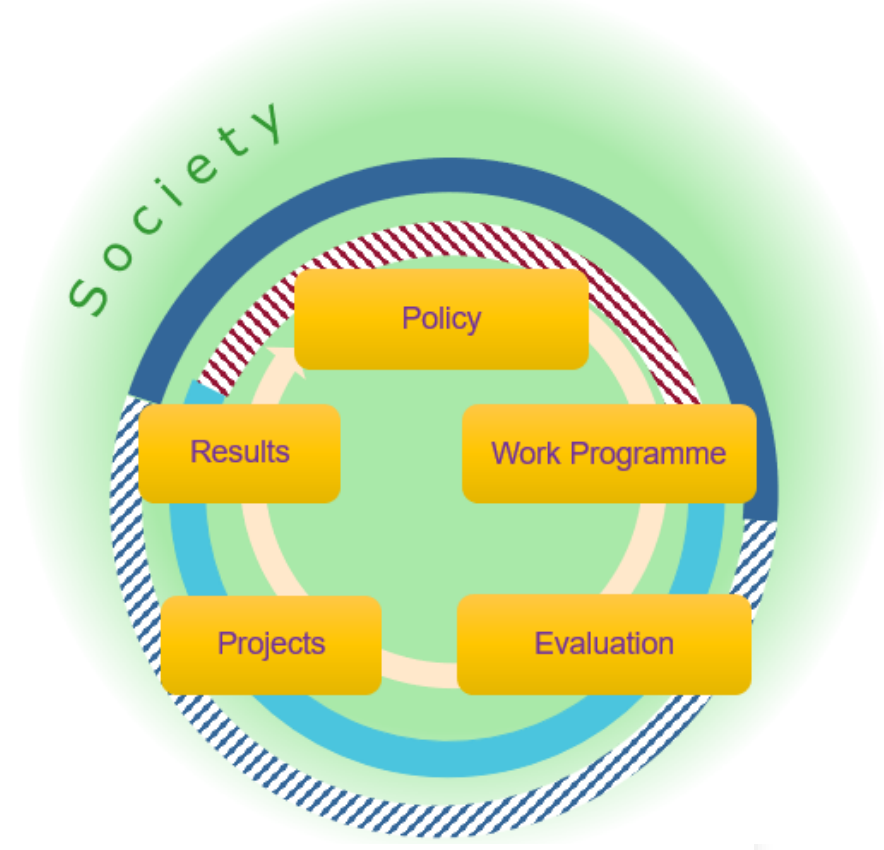
- ❑ Necessary for **evidence-based** policy design, implementation & evaluation
- ❑ Monitor the **achievement of policy objectives** and the **impact of existing policies** / legislation
- ❑ Identify **gaps, opportunities** and **potential synergies** for future policy design

What's in it for you

- you actively feed into EU policy discussions
- you interact with similar projects
- you promote your own project

Type of policy feedback activities

- policy brief as a mandatory deliverable (see next slide)
- ad hoc requests e.g. for monitoring purposes
- partake in cluster events





2.2 Policy Feedback

Feeding the policy cycle = 'Windows of opportunity'



Prepare short executive summaries / policy briefs / contributions to public consultations



Share (any time) policy-relevant results with your PO



Provide policy feedback during project review meetings



Participate in cluster meetings, face-to-face meetings and other EC events when invited by REA or other EC services to share your results and network with other projects

Focus on **results** and what they mean in the specific policy context



2.2 Policy Briefs



Feeding the policy cycle = 'Windows of opportunity'

Main elements:

- **mandatory deliverable(s)** at each reporting period
- supports **knowledge transfer** Supports the EC in **monitoring achievements & impact**
- basis for reflection on potential **recommendations/best practice**
- means for ensuring evidence-based policy making within HE
- unless specified in the GA, the policy brief can be based on a template provided by the REA
- 4 key aspects to be addressed:
 - Evidence and Analysis
 - Policy implications and recommendations
 - Sustainability and legacy
 - Project objectives and methodology





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

Outline your strategy for the management of **intellectual property**, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.

- ❏ If your project is selected, you will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project.
- ❏ If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

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



COMMUNICATION, DISSEMINATION, OPEN SCIENCE AND VISIBILITY (— ARTICLE 17)

Dissemination

Dissemination of results

The beneficiaries must disseminate their **results as soon as it is possible**, in a **publicly available format**, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests. A beneficiary that intends to disseminate its results must give at least 15 days advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate. Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these interests.

[...]

Plan for the exploitation and dissemination of results including communication activities

Unless excluded by the call conditions, the beneficiaries must provide and regularly update a plan for the exploitation and dissemination of results including communication activities.

Summary 2.3

- 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.

KEY ELEMENT OF THE IMPACT SECTION





SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p>Example 1 Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p> <p>Example 2 Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p>What do you expect to generate by the end of the project?</p> <p>Example 1 Successful large-scale demonstrator: Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management. Algorithmic model: Novel algorithmic model for proactive airport passenger flow management.</p> <p>Example 2 Publication of a scientific discovery on transparent electronics. New product: More sustainable electronic circuits. Three PhD students trained.</p>	<p>What dissemination, exploitation and communication measures will you apply to the results?</p> <p>Example 1 Exploitation: Patenting the algorithmic model. Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration. Communication towards citizens: An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p> <p>Example 2 Exploitation of the new product: Patenting the new product; Licencing to major electronic companies. Dissemination towards the scientific community and industry: Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies</p>



TARGET GROUPS	OUTCOMES	IMPACTS
<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p>Example 1 9 European airports: Schiphol, Brussels airport, etc. The European Union aviation safety agency. Air passengers (indirect).</p> <p>Example 2 End-users: consumers of electronic devices. Major electronic companies: Samsung, Apple, etc. Scientific community (field of transparent electronics).</p>	<p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p> <p>Example 1 Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.</p> <p>Example 2 High use of the scientific discovery published (measured with the relative rate of citation index of project publications). A major electronic company (Samsung or Apple) exploits/uses the new product in their manufacturing.</p>	<p><i>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?</i></p> <p>Example 1 Scientific: New breakthrough scientific discovery on passenger forecast modelling. Economic: Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.</p> <p>Example 2 Scientific: New breakthrough scientific discovery on transparent electronics. Economic/Technological: A new market for touch enabled electronic devices. Societal: Lower climate impact of electronics manufacturing (including through material sourcing and waste management).</p>



- Impact: Definition and Types
- Impact Pathway
- Key Impact Pathways (KIPs)
- Impact in the HE template
- **How to maximise the impact**
- Communication, Dissemination and Exploitation Plan
- Activities



Outline



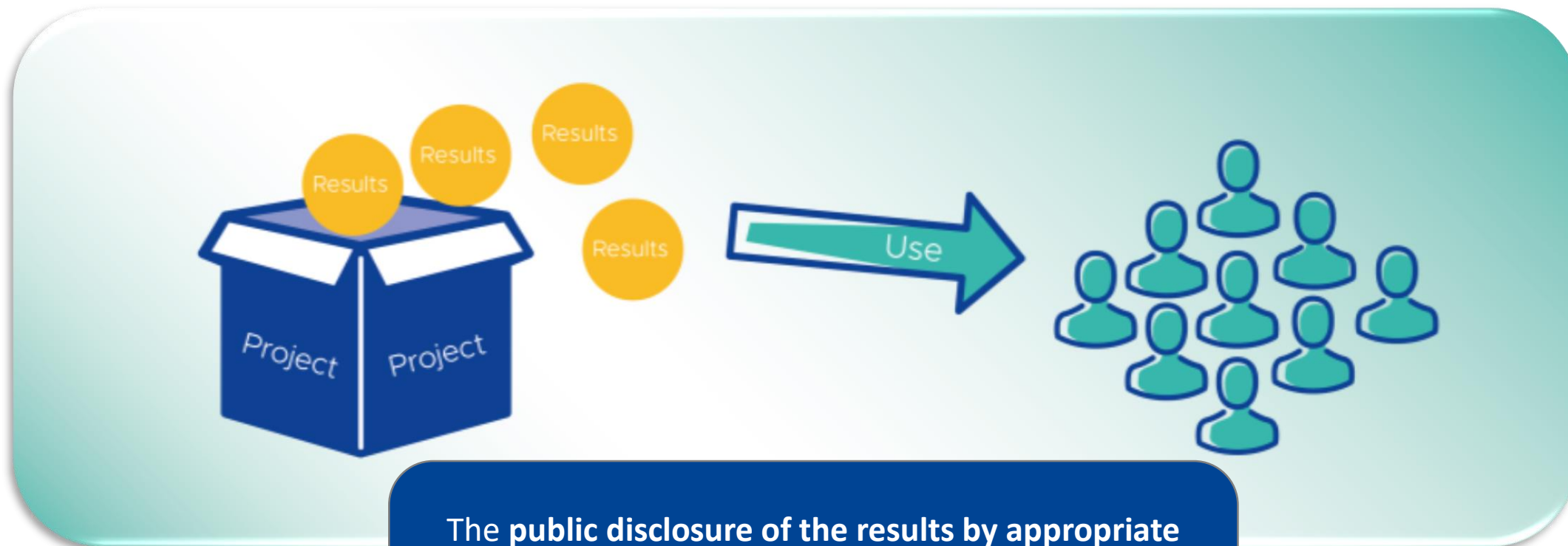
Communication



Communication measures should promote the project throughout the full lifespan of the project. The aim is **to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens.**



Dissemination



The **public disclosure of the results by appropriate means**, other than resulting from protecting or exploiting the results, including by scientific publications in any medium.



Exploitation



The **use of results** in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities.

Communication vs Dissemination



About the project and results

Multiple audiences
Beyond the project's own community
(include the media and the public)

Inform and reach out to society, show the
benefits of research



About results only

Audiences that may use the results in their own
work e.g. peers (scientific or the project's own
community), industry and other commercial
actors, professional organisations, policymakers

Enable use and uptake of results

Dissemination vs Exploitation



About results only

Audiences that may use the results in their own work e.g. peers (scientific or the project's own community), industry and other commercial actors, professional organisations, policymakers

Enable use and uptake of results









Actual use of the results for scientific, societal, economic purposes or for policy making

All results generated during the project lifetime but also after its end



In a nutshell

***certain tools and activities can oscillate between communication and dissemination, depending on the **target group** and **content**

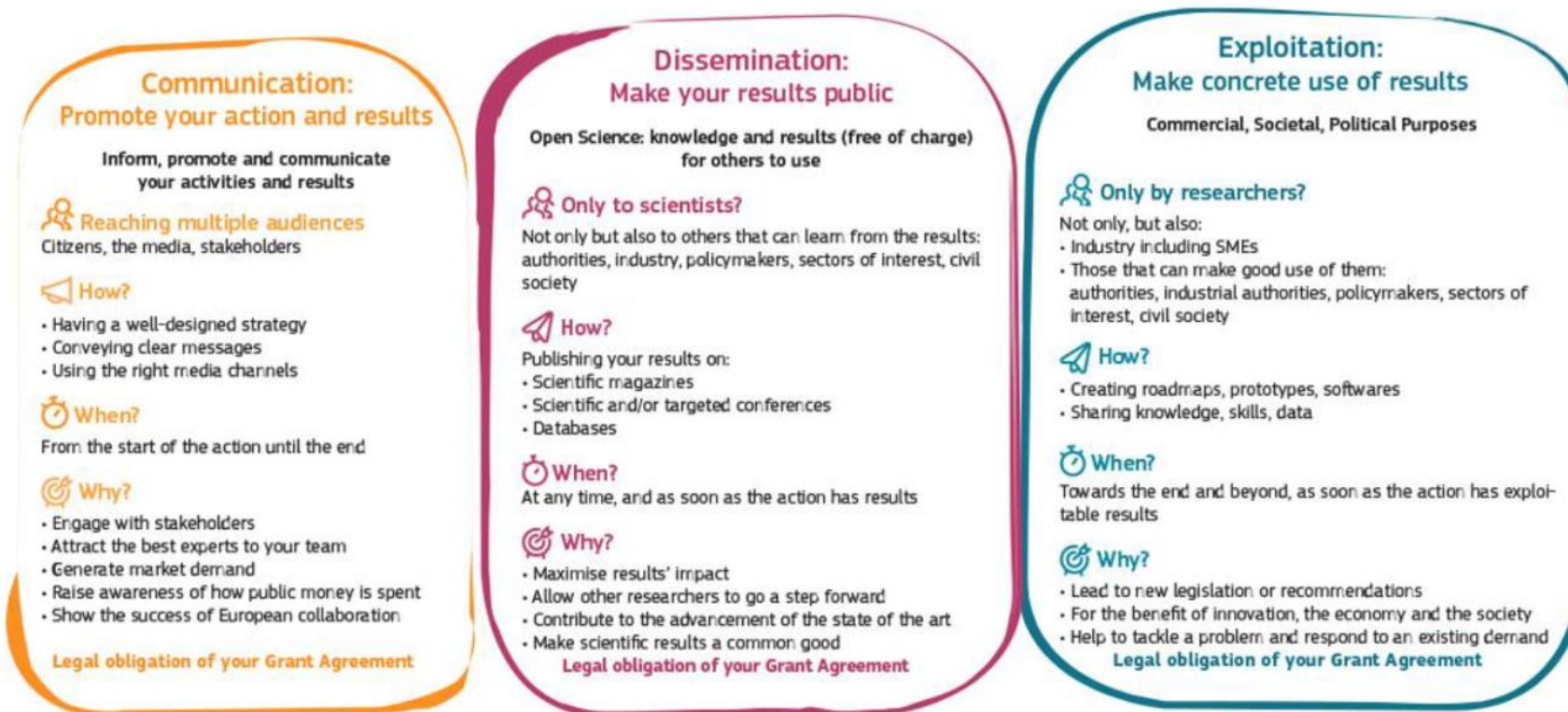
			
Communication	Dissemination	Exploitation	
<p>Reach out to society and show the impact and benefits of EU-funded R&I activities. Targeted communication activities must address the public policy perspective of European R&I funding by considering aspects such as (i) the benefits of transnational cooperation in a European consortium or (ii) scientific excellence or (iii) contributing to competitiveness and to solving societal challenges.</p>	<p>Transfer knowledge & results with the aim to enable others to use or reuse and take up results, thus maximising the impact of EU-funded research.</p>	<p>Effectively use/reuse project results through scientific, economic, political or societal exploitation routes aiming to turn R&I actions into concrete value and impact for society.</p>	 Objective
<p>Inform about and promote the project AND its results/success in a non-technical manner and through strategically planned actions – possibly engaging in a two-way exchange.</p>	<p>Describe and ensure results available for others to USE or REUSE → focus on results only!</p>	<p>Make concrete use/reuse of research results (not restricted to commercial use.)</p>	 Focus
<p>Multiple audiences beyond the project's own community incl. media and the broad public.</p>	<p>Audiences that may take an interest in the potential USE/REUSE of the results (e.g. scientific community, industrial partner, policymakers).</p>	<p>People/organisations including project partners themselves that make concrete use/reuse of the project results, as well as user groups outside the project.</p>	 Target Audience

Successful valorisation of knowledge and research results in Horizon Europe : boosting the impact of your project through effective communication, dissemination and exploitation
DOI: 10.2826/437645



In a nutshell

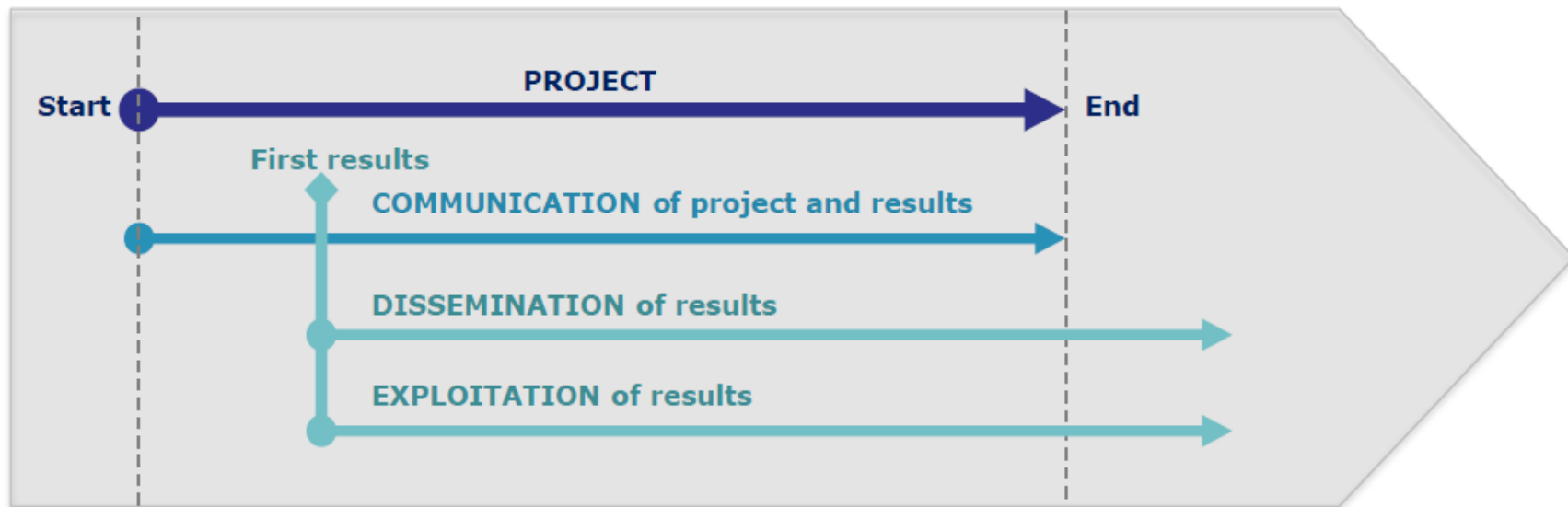
Communication, dissemination and exploitation





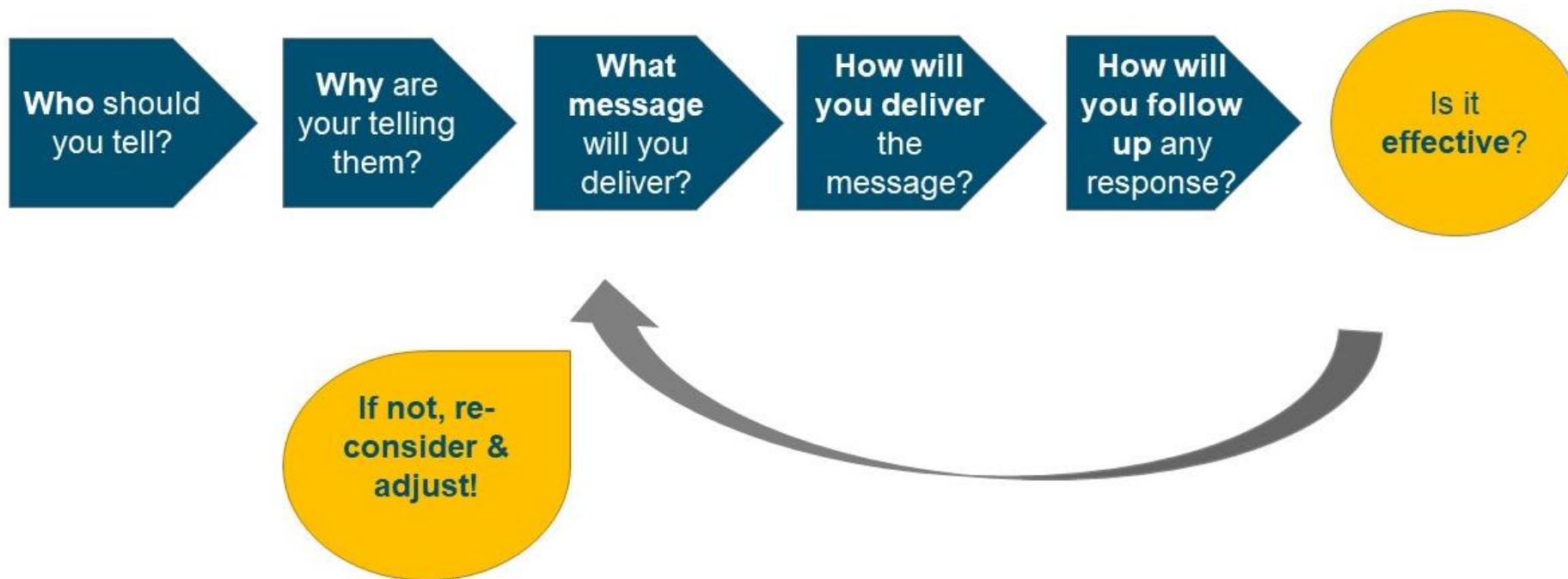
Timing

Strategic planning of communication, dissemination and exploitation activities already starts before the project at the proposal stage.





Monitoring





Obligation to exploit

- ❏ Beneficiaries receiving EU funding must – up to four years after the end of the action – use their best efforts to exploit their results directly or to have them exploited indirectly by another entity, in particular through licensing or transfer.
- ❏ If, despite a beneficiary's best efforts, the results are not exploited within one year after the end of the action, the beneficiaries must (unless otherwise agreed in writing with the granting authority) use the Horizon Results Platform to find interested parties to exploit the results.



Horizon Europe legal basis

Article 39 – Exploitation and Dissemination

- ❖ *“Each beneficiary that has received Union funding shall use its best efforts to exploit the results it owns, or to have them exploited by another legal entity. Exploitation may be direct by the beneficiaries or indirect in particular through the transfer and licensing of results in accordance with Article 40”*
- ❖ *“Beneficiaries shall disseminate their results as soon as it is feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests.”*

Article 51: Information, communication, publicity and dissemination and exploitation

Para 3: The Commission shall also establish a **dissemination and exploitation strategy** for increasing the availability and diffusion of the Programme’s research and innovation R&I results and knowledge to accelerate exploitation towards market uptake and boost the impact of the Programme.



Obligations of beneficiaries to exploit their results and the Horizon Results Platform

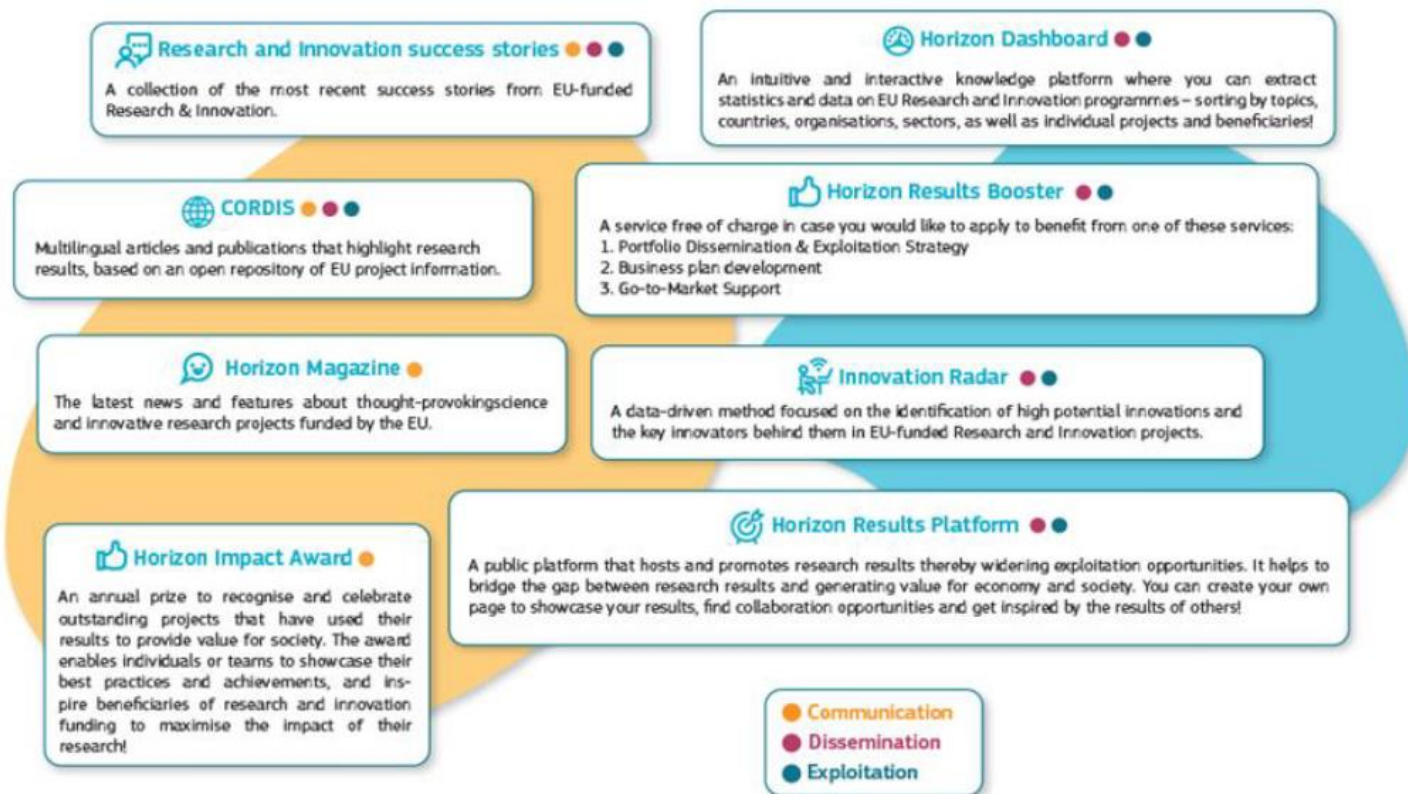
- In Horizon Europe, as in H2020, the obligation to exploit remains and is a responsibility of the beneficiaries on a “best efforts” approach
- When specified in the WP additional exploitation obligations could be applied
- Horizon Europe encourages the use of the R&I results through third party exploitation (where appropriate)

- If despite the best effort for exploitation no uptake happens within a specific period after the end of the project (1 year), then the project must use the **Horizon Results Platform** to make exploitable results visible (unless obligation is waived)
- The **Horizon Results Platform** is free, is part of the F&T portal, available to all beneficiaries and is based on results, not on projects.

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform>



Free-of-charge European Commission dissemination tools





Key Exploitable Results (KERs)

A **Key Exploitable Result (KER)** is an identified main interesting result which has been selected and prioritised due to its high potential to be “exploited” – meaning to make use and derive benefits- downstream the value chain of a product, process or solution, or act as an important input to policy, further research or education.

In order for you to select and prioritise your results, we would recommend that you use the following criteria:

- a) degree of innovation,
- b) exploitability and
- c) impact



Horizon Results Platform

- Facilitate and promote the uptake of R&I KERs
- KERs from FP7, Horizon 2020, the future Horizon Europe and possibly other EC R&I Programmes are in scope
- Beneficiaries from above programmes can upload results through their project roles on the Funding & Tenders Portal
 - *Primary Coordinator Contact (PCoCo), Coordinator Contact (CoCo) and Participant Contact (PaCo) roles only!*

- **Live platform** – update and enrich the result whenever you want
- **When a partner publishes (or updates) a result: Automated alerts** to all partners, EC Project Officer for soft peer-to-peer validation
- If in doubt on whether a (usually sensitive) result is to be made public use the principle **“as open as possible as closed as necessary”** – you may also check with your Project Officer
- ✓ **Multiple benefits – visibility, matchmaking with investors, policy and linking support services (e.g. Horizon Results Booster, EU IP Heldpesk)**

Is **Free** – you can promote the Key Exploitable Results* (KER’s) of your projects

Is **Easy** to use – hosted under the Funding & Tenders Portal where you manage everything else for your projects

Is a **Matchmaking tool** - use the wide range of flags and attention-grabbing features to attract your target audiences

Is **Managed by you** – you can publish and update KERs whenever they are available,

Reaches out to **many audiences** – politicians, investors, researchers, scientists, scholars, entrepreneurs, financing experts, IP specialists, and other stakeholders visit regularly

Triggers services and opportunities at **no cost** to you – depending on the nature and needs of your result(s) it allows us to inform you about relevant upcoming calls for proposals, pitching events with investors, possibilities for assistance with your dissemination plans, business development plans, innovation management, IP management, and many more.



Managing Project Results in the Horizon Results Platform

Project result for BioBuild (285689)



Result Title, Target Audiences and Needs

Title of result *

Message/ Teaser to potential user *

Type here...

Video/ image section Video Image

i Video or image: As the Horizon Results Platform is designed to attract users interested in European research results and as we want to make the results visually appealing, having a visual representation (banner) of the result is a key ingredient. From now on, a visual representation of your result will be mandatory. A video (linked from YouTube or Vimeo) is preferable, but in the absence of a video, you can also upload an image. If you upload both, the video will be the default banner.

Video *

Result Type *

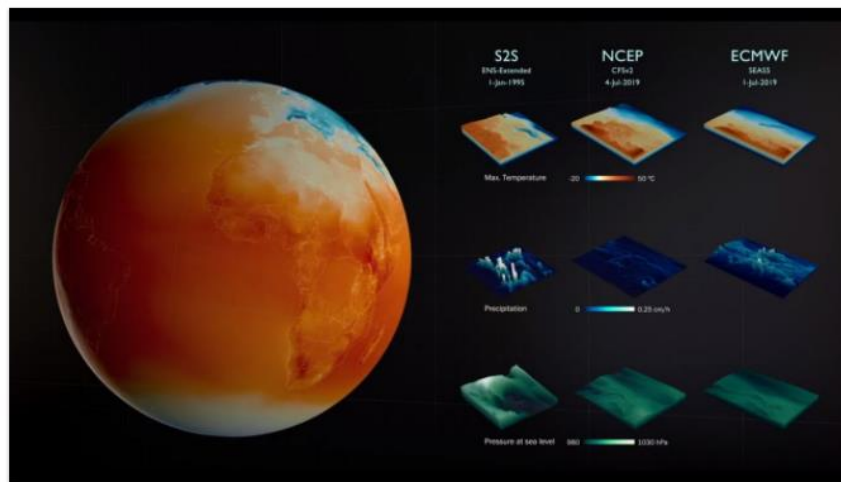
Target audiences *

My Project(s)

Download excel list

ACRONYM	CALL	PROGRAM	PROJECT	PHASE	ACTIONS
901241 wilk_cosmeGA	COS-ENTEDU-2014-4-06	COSME	901241		Actions
ADABTS	FP7-SEC-2007-1	FP7	218197	Active	Actions
HIGHTECS	SP1-JTI-CS-2009-01	FP7	255749	Active	Actions
M-ERA.NET 2	H2020-NMP-ERA-NET-2015	H2020	903732		

- Manage Consortium
- Financial Reporting
- Reporting & Deliverables
- Project Results ←



S2S4E Decision Support Tool

S2S4E - Sub-seasonal to Seasonal climate forecasting for Energy

- We need**
- To raise awareness and possibly influence policy
 - Grants and Subsidies
 - Business partners - SMEs, Entrepreneurs, Large Corporations + more needs expressed

12 contributors

- Sectors**
- Climate action
 - Energy
 - Research and innovation

Result Maturity
5 - Demonstration - System Development (TRL 6-8)

- We have**
- IPR
 - Customers-on-Board
 - Market study





Project Reporting

Reporting on Impact: Impact questionnaire (1)

NEW in HE reporting: questionnaire to be used for the monitoring and evaluation of HE Programme performance + indication on progress of the project

Included in different SyGMA tabs

- *Impact*
- *Impact Continuation*
- *Beneficiaries feedback*

Important: quality of the data

The screenshot shows the 'Project Continuum Report' interface. At the top, there is a 'Gains Management' section with a grid of tabs: Project Overview, Researcher Involved in the project, Deliverables, Milestones, Critical Data, Publications, Results, Dissemination, Standards, Patents (PT), Scientific Activities, Outputs, Events and Training, Beneficiaries Feedback, Impact, Impact Continuation, and Other Results. The 'Impact' tab is highlighted with a red box and contains a green checkmark.

Below the tabs, the 'Impact' section is visible. It includes a red-bordered box for 'Technology Readiness Level of The Project' with a dropdown menu. Another red-bordered box is for 'Sustainable development goals' with a dropdown menu. The 'Citizen Engagement' section contains a table with columns for 'Citizen' and 'End user entities' and rows for 'Co-creating RRI visions, agendas, policies or frameworks', 'Co-creating RRI action plans or technology roadmaps', 'Collecting data for the project', and 'Analysing data for the project'. A red-bordered box highlights a question: 'What mechanisms for citizens and/or end-user entity engagement have you set up and plan to maintain beyond the end of your project, or are planning to set up and maintain beyond the end of your project (per beneficiary)?'. Below this is a list of mechanisms with checkboxes, and a red-bordered box highlights a final question: 'Overall, how many individual citizens have been involved in co-creating RRI content for all activities listed? (please provide your best estimate, which should be traceable to one or more deliverables)'. A green box on the right side of the form says 'For each beneficiary'.



Project Reporting

Reporting on Impact: Impact questionnaire (2)

SyGMa Project Continuous Report **gopaint**

Datasets
 Beneficiaries Feedback
 Impact
 Impact Continuation
 Other Results

Impact Continuation

Progress towards objectives and impacts of the project
Please describe the progress of the project so far towards delivering scientific impact, based on its objectives.

Please describe the progress of the project so far towards delivering economic impact, based on its objectives including quantification to the extent possible.

Please describe the progress of the project so far towards delivering impact for society, including environment.

Further investment mobilized to exploit or scale-up project results*
Further investment expected:

Yes: Private/capital investment Public investment Own funds (may be more than one)

Launch of a dedicated company during (or after end of) the project*

Company: Spin-off Spin-out Joint venture New company Other (please specify: _____)

Further employment to exploit or scale-up project results**
Full-time equivalents expected to remain or be newly employed based on project's results and their disseminating

	Involve existing team/people	Hire new team/people
New/Existing contracts:		
Short term contracts (Incl. PhD):	Technicians:	Researchers:
Long term contracts:	Technicians:	Researchers:

*Asked only for final reporting
Identified further needs on the project's pathway to impact
Please tick if applicable

- Follow-up research
- Testing with end-users
- Demonstration in real-life environment
- Business plan development
- Access to risk capital & Scale-up funding
- Support for internationalisation and access to markets
- Legal advice (IPR or other)
- Partnership with other company (technology or other)
- Startup accelerator
- Supportive regulatory framework
- Standardisation

Key factors fostering and impeding the impact of the progress (optional question)

Key factors fostering progress to impact

To what extent are the key factors identified below fostering the progress of the project so far? Please tick if highly relevant:

- Scientific excellence of the consortium
- Geographic breadth of the consortium
- Previous collaborations between partners
- Interdisciplinarity and cross-sectoral approach of project
- Integration of gender dimension in research content
- Involvement of social sciences and humanities in the project
- Strategic impact orientation of the project aligned to emerging needs
- Involvement of users from project design
- Management of Intellectual & Industrial property rights
- Collaboration with wider ecosystems beyond the project (e.g. financial intermediaries, public authorities, standardisation, regulatory bodies)
- Further funding secured to exploit project's results
- Validation of prototype by potential buyer/end-user
- Knowledge Triangle Integration
- Other (specify): _____

Highlight any good practice learning from the project for improved implementation that might be transferable to other projects.

Key factors impeding progress to impact

To what extent are the key factors identified below impeding to progress as initially planned. Please tick if highly relevant:

- Difficulties in project implementation and management, including access to human resources, securing additional funding, IPR management, cooperation between partners





Project Reporting

Reporting on Impact: Impact questionnaire (3)

The screenshot displays the SyGMa Project Continuous Report interface. At the top, there is a navigation bar with the SyGMa logo and the title "Project Continuous Report". Below this is a progress indicator with five tabs: "Datasets", "Beneficiaries Feedback", "Impact", "Impact Continuation", and "Other Results". Each tab has a green checkmark, indicating that all sections have been completed. The "Beneficiaries Feedback" section is currently active and highlighted in blue. The main content area contains a list of key factors for feedback, each followed by a text input field. The factors are: Scientific excellence of the consortium, Geographic breadth of the consortium, Previous collaborations between partners, Interdisciplinary and cross-sectoral approach of project, Integration of gender dimension in research content, Involvement of social sciences and humanities in the project, Strategic impact orientation of the project aligned to emerging needs, Involvement of users from project design, Management of intellectual & industrial property rights, Collaboration with wider ecosystem beyond the project (e.g. financial intermediaries, public authorities, standardisation, regulatory bodies), and Further funding secured to exploit projects results. Below this list is a section for "Other (specify)" with a text input field. At the bottom of the form, there is a section for "Highlight any good practice learning from the project for improved implementation that might be transferable to other projects:" with a text input field. The form also includes a "Validate" button at the bottom right.

Beneficiaries Feedback

To what extent are the key factors identified below fostering and impeding the progress of the project so far?

- Scientific excellence of the consortium
- Geographic breadth of the consortium
- Previous collaborations between partners
- Interdisciplinary and cross-sectoral approach of project
- Integration of gender dimension in research content
- Involvement of social sciences and humanities in the project
- Strategic impact orientation of the project aligned to emerging needs
- Involvement of users from project design
- Management of intellectual & industrial property rights
- Collaboration with wider ecosystem beyond the project (e.g. financial intermediaries, public authorities, standardisation, regulatory bodies)
- Further funding secured to exploit projects results
- Other (specify)

Highlight any good practice learning from the project for improved implementation that might be transferable to other projects:

To what extent are the key factors identified below impeding the progress of the project so far?

Difficulties in project implementation and management, including access to human resources,

Validate



Project Reporting

Reporting on communication, dissemination and exploitation



Dissemination Activities

There is no dissemination activity for this project yet.
List the dissemination activities carried out in the context of the project.
Include dissemination activities mentioned in the proposal and new ones.

Dissemination Activity Name	What? Type of dissemination activity	Who? Target audience Reached	Why? Description of the objective(s) with reference to a specific project output (max 200 characters)	Status of the dissemination activity
6th COVID-19 "research to policy action"...	Collaboration with EU-funded projects	Research communities	2022/03 Francesco Incardine discussed his...	Delivered
National Wo...				
EMA meeting on mo...				
European meeting on				
EuCAFE session				
European meeting on				
EuCAFE at the Europ				
Italian Conference of				
meeting "Cohorts an				

Communications Activities

There are no communication activities for this project yet.
Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

Communication Activity Name	Description	What? Target audience	How? Communication channel	When?	Status
info	info	gn	Event (conference, meeting, workshop, internet debate, tour	tdh	Delivered
test	gn	gde	Event (conference, meeting, workshop, internet debate, tour	L	Delivered

- **New in HE:** shift to a more **qualitative** rather than quantitative approach on reporting communication, dissemination and exploitation activities
- Describing the activities, their **purpose**, the **target audience** and their **status** (pending, completed etc).
- List main communication, dissemination and exploitation activities; especially the ones for which they you charged costs to the project





Project Reporting

Reporting on project results

- **NEW in HE:** obligation to report on project **Results** (content focused)
- Name and type of the results + if they are **Key Exploitable Results (KER)** + audience or target group, steps undertaken towards exploitation and market maturity..
- For **Key Exploitable Results:** use of **Horizon Results Platform** is mandatory in cases the beneficiary has not been able to exploit them within a year after the end of project (obligation may be waived –if justified- by granting authority upon request of beneficiary)
- Elements of the **Results Ownership List (ROL)** (Art. 2(18) and 34 of the Horizon Europe Regulation - ‘Beneficiaries shall own the results they generate’ during a project etc.). **Mandatory** with the last periodic report.

The top screenshot shows the SyGMA Project Continuation Report interface. The navigation bar includes tabs for 'Project', 'Financials', 'Administrative', 'Results', 'Other Results', 'Financials', 'Administrative', 'Results', 'Other Results', 'Financials', 'Administrative', 'Results', 'Other Results'. The 'Results' tab is highlighted with a red box. Below the navigation bar, there is a table with columns: Name, Description, Impact, and Status. The table contains one row with the following data:

Name	Description	Impact	Status
TEST10	PROJ. Progress on progress	High scientific potential	Not yet starting and not over 1 month can be started

The bottom screenshot shows the SyGMA Project Continuation Report interface. The navigation bar includes tabs for 'Project', 'Financials', 'Administrative', 'Results', 'Other Results', 'Financials', 'Administrative', 'Results', 'Other Results'. The 'Other Results' tab is highlighted with a red box. Below the navigation bar, there is a table with columns: Type of result, Description, Audience, and Status. The table contains one row with the following data:

Type of result	Description	Audience	Status
Prototype	IoT	It doesn't participate publication	Not yet starting and not over 1 month can be started





- Impact: Definition and Types
- Impact Pathway
- Key Impact Pathways (KIPs)
- Impact in the HE template
- How to maximise the impact
- **Communication, Dissemination and Exploitation Plan**
- Activities



Outline

The Communication, Dissemination and Exploitation Plan



Planned D&E measures to *maximise the impact of projects*

- ❖ that are proportionate to the scale of the project
- ❖ that contain concrete actions (i.e. stakeholders management, business and market actions, standardisation, spin-off, etc.) to be implemented both during and after the end of the project
- ❖ planned according to draft timeline of when they will reach their own outcomes/impact both during and after the project



Target group (e.g. *scientific community, end users, financial actors, public at large*)

- ❖ What is the proposed channel to interact with the target group?
- ❖ What is the function of the proposed target group? How do they contribute to the maximisation of impact?



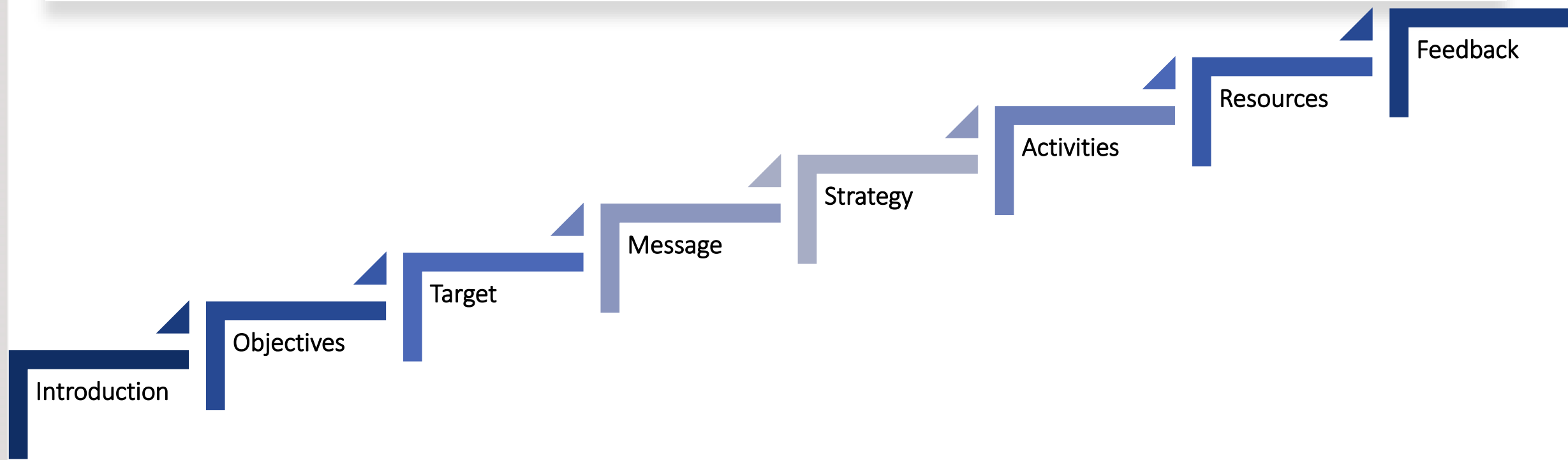
Follow-up plan to foster exploitation/uptake of the results



Policy feedback measures to contribute to policy shaping and supporting the implementation of new policy initiatives and decisions



The Communication, Dissemination and Exploitation Plan

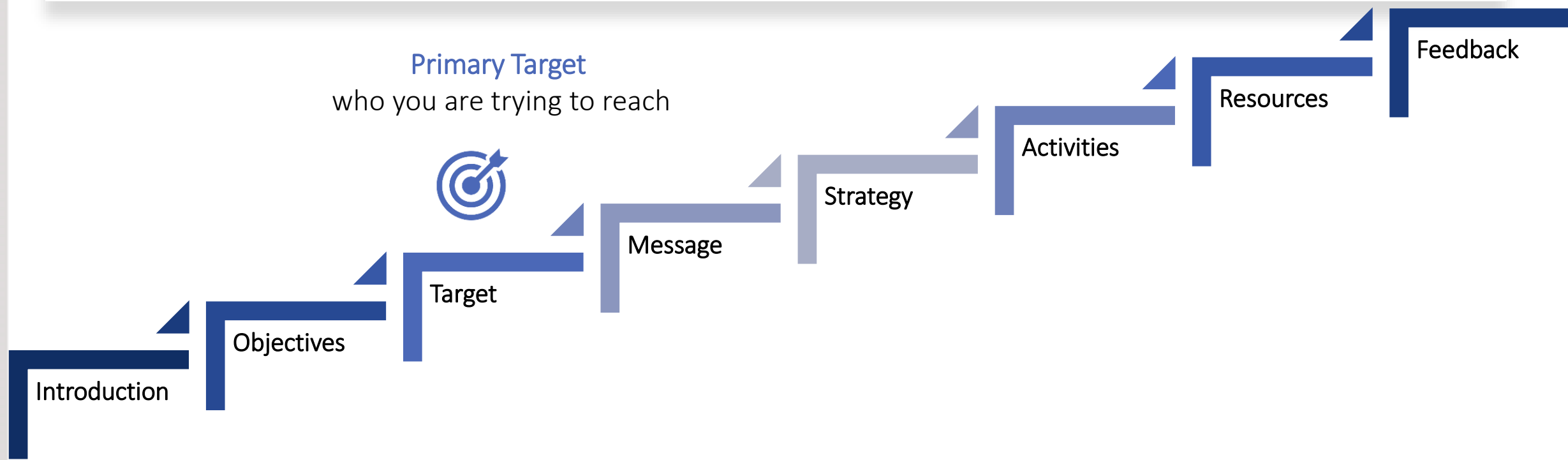




The Communication, Dissemination and Exploitation Plan

Target

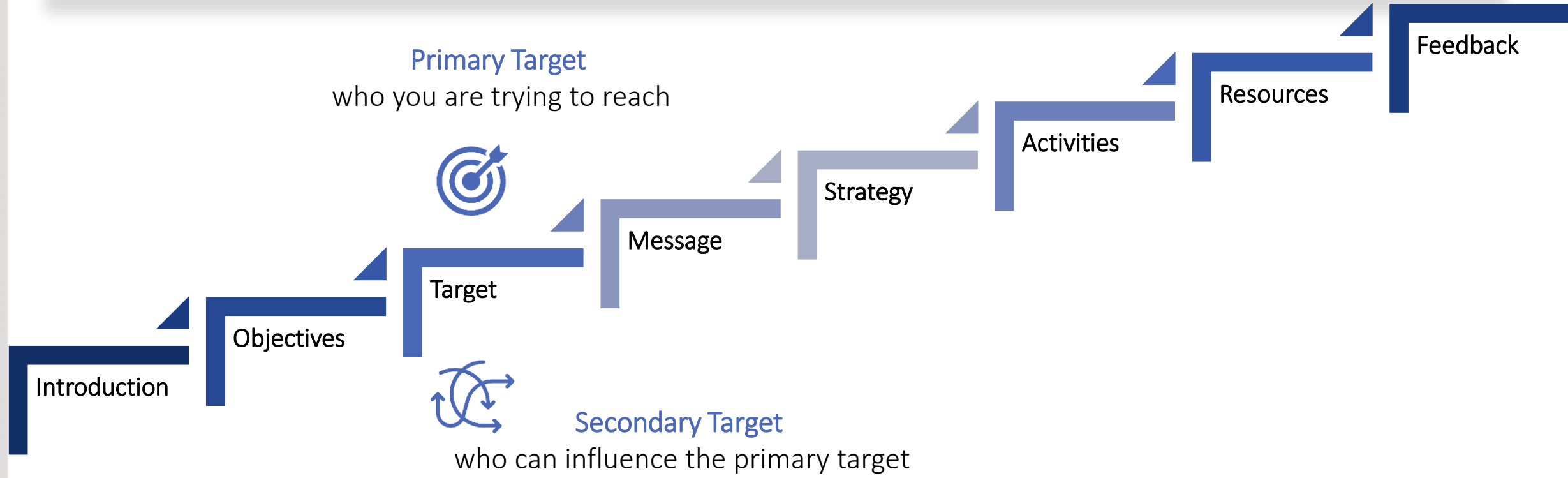
Primary Target
who you are trying to reach





The Communication, Dissemination and Exploitation Plan

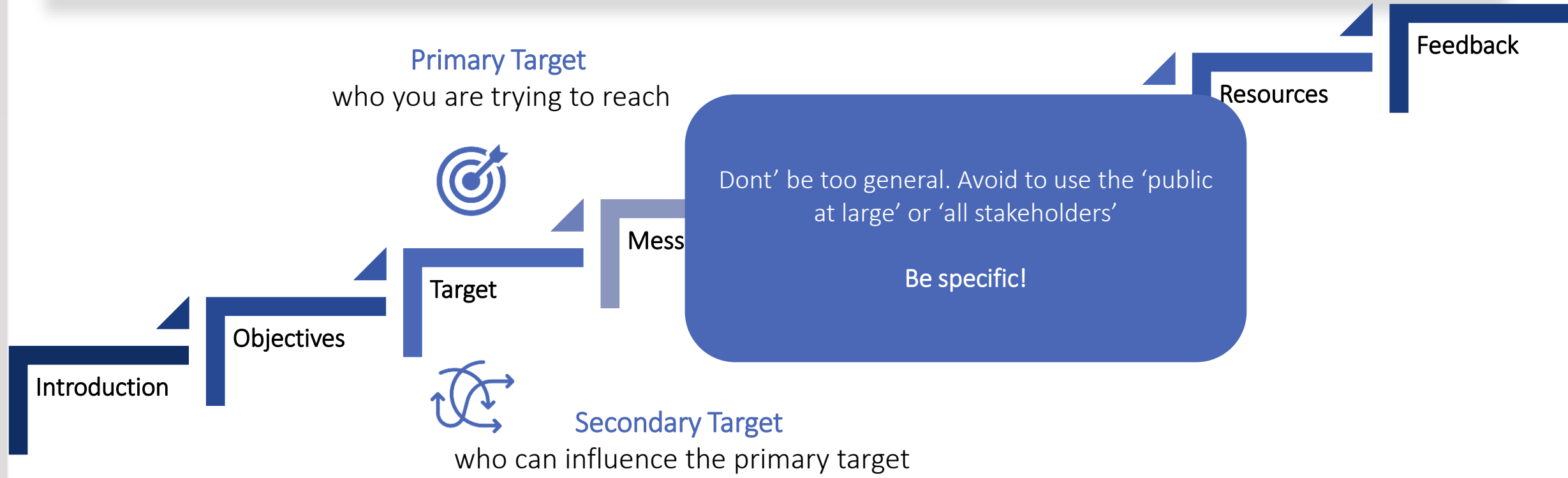
Target





The Communication, Dissemination and Exploitation Plan

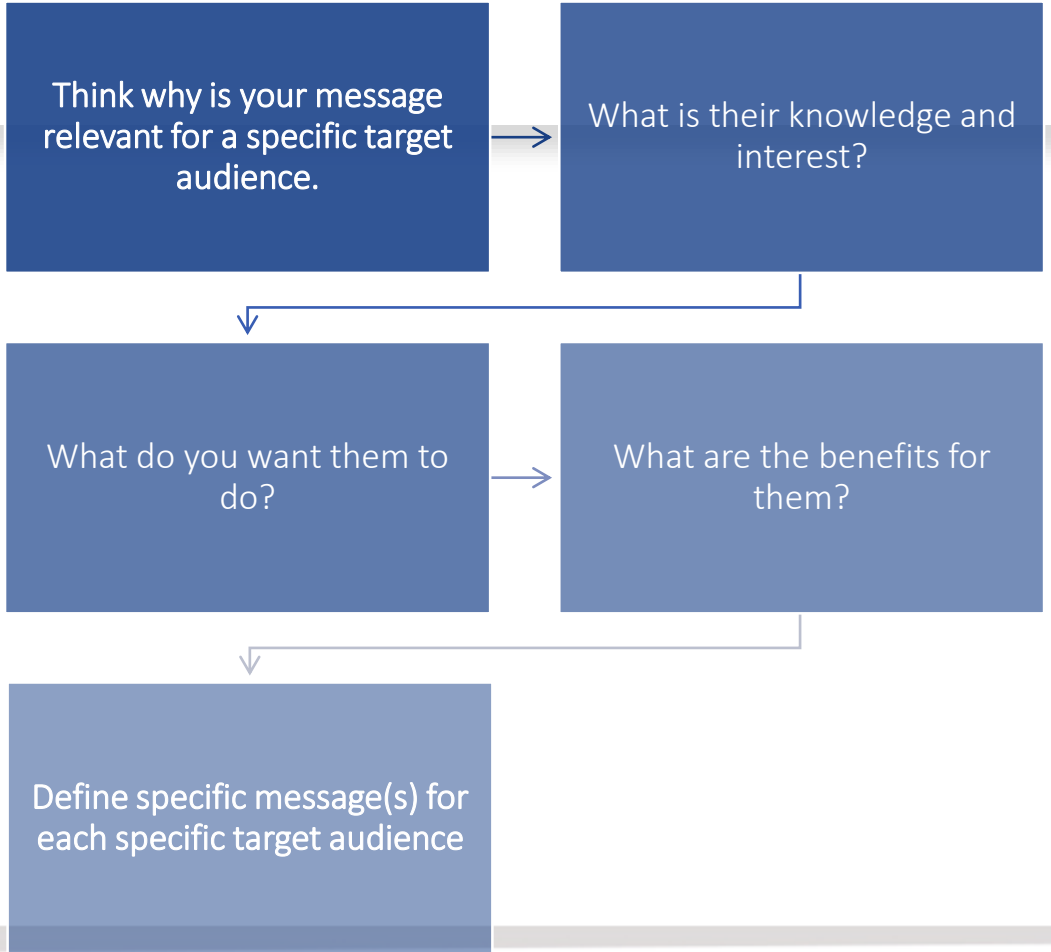
Target





The Communication, Dissemination and Exploitation Plan

Message

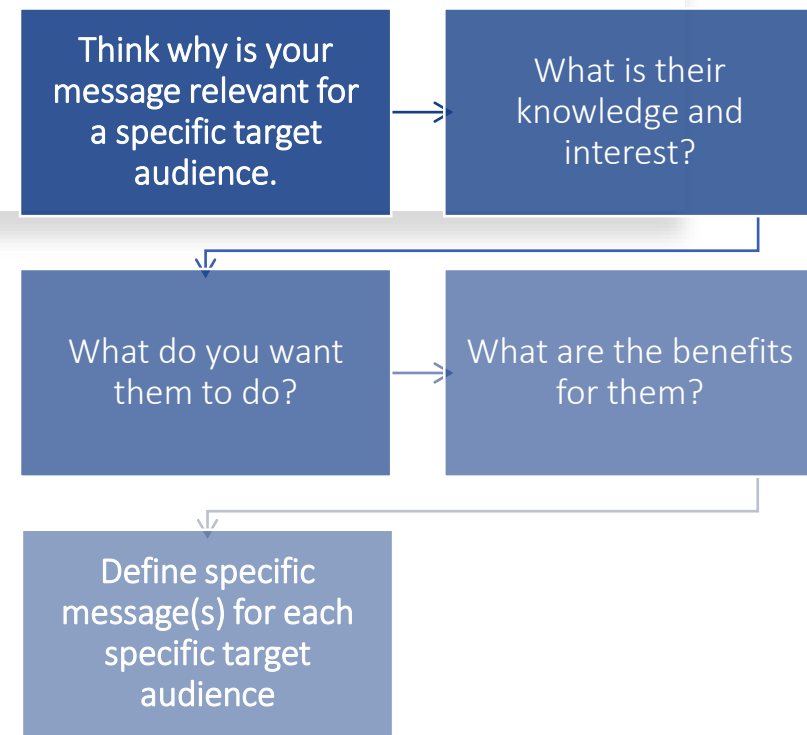




The Communication, Dissemination and Exploitation Plan

Message

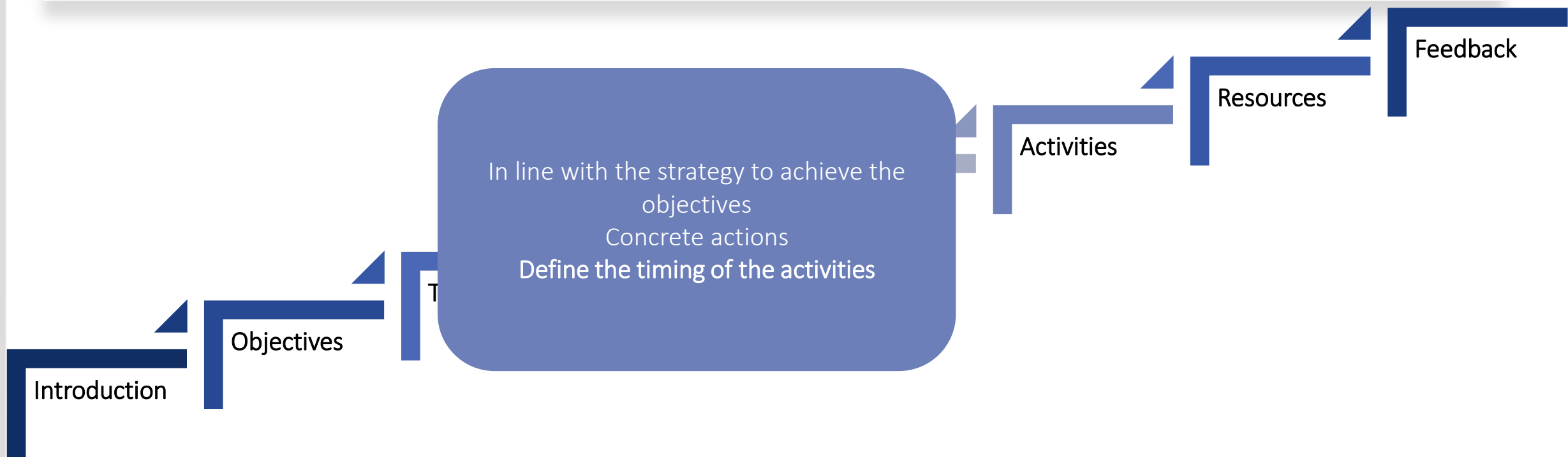
Target Audience	Why	Knowledge & Interest	What do you want them to do?	Benefits?	Key message elements	How?
Global level NGOs	Very active and influential, potential partners	Medium – wildlife conservation	Publicly endorse the project and promote it	Access to and knowledge to support their campaigns	X% water saving X% CO2 emissions reduction	Request intro meeting to pitch partnership
Children aged 8-12	Influential with families	Limited – should be taken seriously to protect the future of the planet	Understand the importance of the project and become future ambassadors	Fun way to learn and be involved in schools	Planet in danger needs super-heroes to save it	Partner with schools in XYZ areas with fun education gaming programme





The Communication, Dissemination and Exploitation Plan

Activities





The Communication, Dissemination and Exploitation Plan

Activities

Audiovisual

- Podcast
- Videos
- Training material
- Infographics

Creation

- Spin-off
- Start-up
- Patent
- Further research
- Standards
- Thesis
- Open license/
copyright
- Service
- Societal activity
- Policy change

Digital

- Sharing results on
online repository
- Website
- Social Media
- Blogs
- Newsletters

Face-to-face

- Trainings
- Demonstration
- Consultations
- Workshops/Meetings
- Brokerage events
- Focus groups
- Conferences
- Site Visits

Print

- Scientific Publications
- Press release
- Policy Brief/Roadmap
- Reports
- Brochures/Factsheet

Online presence ≠ Outreach & Impact



The Communication, Dissemination and Exploitation Plan

Activities – clustering with other projects

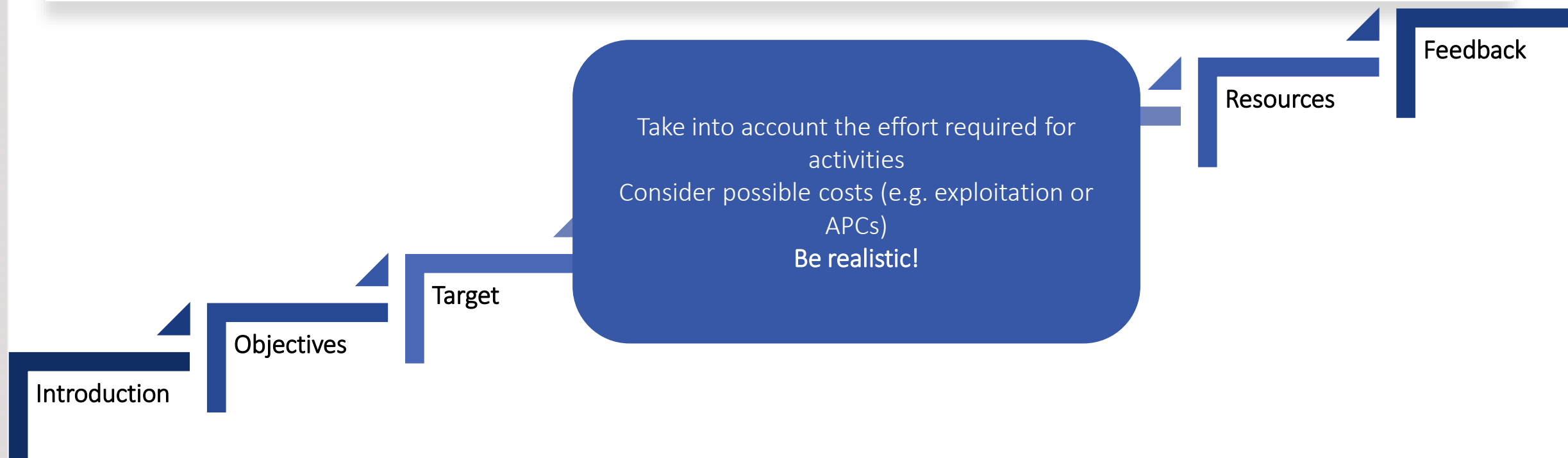
- Make good use of **links in your consortium** and existing networks
- Identify synergies, overlaps and potential areas of collaboration** (e.g. tools and methodologies, case studies, outreach activities)
- Cluster** with others to build a credible package (for policy, investors, research community, etc.)

In practice	Joint organisation of events	Common briefs or publications
	Shared platforms or CoP	Collective participation in events
	Memorandum of Understanding	Action Plan
	Coordination Team	Advisory Board Participation
	Participation in Annual Meetings	Back-to-back review meetings



The Communication, Dissemination and Exploitation Plan

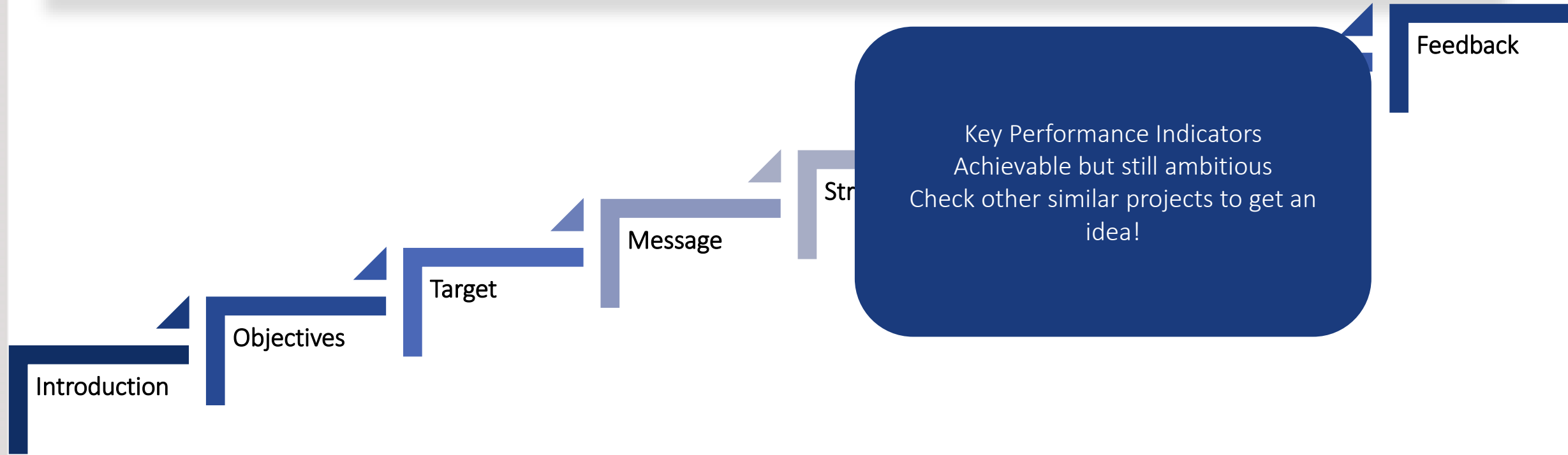
Resources





The Communication, Dissemination and Exploitation Plan

Feedback





The Communication, Dissemination and Exploitation Plan

Feedback

- Did you plan a follow up on the impact of the activities?
- Think of Key Performance Indicators based on SMART objectives
- Don't confuse number of activities carried out with their outreach or impact

Planned Activities	KPI (target)	KPI (outreach)	KPI (impact)
Policy Workshop	1 workshop	10 MS policy makers 5 EU policy makers	2 references in national/EU legislation 75% satisfaction level
Website	1 website with 5 sections	150 views/month - 2000 unique visitors by end of project 3 min average time spent per visitor 100 documents downloaded by end of project	2 new collaborations established
Peer-review publications	15 publications	100 citations	4 new PhD students
Press Release	2 press-releases	5 media outlets write about the results of the project 10000 readers	500 new visits to website



Examples (proposal)

Target

All Dissemination, Communication and Exploitation activities will be designed to ensure that the information and knowledge necessary for implementing Institutional Changes is available to those who can most benefit from it. With such a view, [REDACTED] efforts will be primarily focused on transferring project results to the following **relevant target groups**:

- **TG1. Academia and education:** researchers, research managers and members of RPO Governance, including public and private research bodies; universities, research organisations; science and technology parks; technology transfer offices (e.g. [REDACTED]).
- **TG2. Research Funding Organisations:** European Commissions, national Ministries of Research and Innovation, Banks, public and private foundations and local national and international level (e.g. Agency for Management of Universities and Research Grants).
- **TG3. Policy Makers:** Ministries competent for research, higher education and university, including policymakers at local, regional, national, European and international level with interest and influence on Research Performing Organisations and Research Funding Organisations.
- **TG4. Civil Society:** Associations, Groups of interest and more in general Citizen Scientists (e.g. ECSA, national Citizen Science networks such as Citizen Science Network (Austria), associations of citizens promoting science).
- **TG5. Business:** Companies working in R&I, SMEs developing Citizen Science projects (e.g. developing ICT platform for CS projects, such as [REDACTED]).
- **TG6 Citizen Science Initiatives:** European or National projects, local and international initiatives related to Citizen Science and/or RRI (e.g. Super MoRRI project).



Examples (proposal)

Target

2.2.1 Target groups

1. **Researchers [TG1]:** *who will benefit from the trainings*, e.g. researchers at all levels (undergraduate and doctoral students, post-doctoral students), inside and outside the ERA;
2. **Higher Education Institutions [TG2]:** *who will deliver the trainings*, e.g. universities and research organizations; *who are responsible for researchers' trainings*, e.g. directors, headmasters of doctoral schools and research centers, vice-rectors, vice-deans, educational directors;
3. **Policymakers [TG3]:** authorities and institutions responsible for research and higher education at local, regional, national, European and international level, *who will influence the organization of trainings in HEIs*
4. **Civil society [TG4]:** Associations, Groups of interest and more, in general, people with a strong interest in science, including science communicators and science journalists, *who will interact with researchers trained with PATTERN training*

Examples (proposal)

Activities, tools, timing and KPIs

B: Dissemination Activities and Tools to be implemented

	Audience / Goals	Timing	Outreach / KPIs
Website. Through the [redacted] website the project results will be promoted and freely downloadable.	TG1, TG2, TG3, TG4, TG5, TG6	M6-M36 and beyond	~1000 total downloads from the website repository
Training activities. Physical Trainings and webinars will be the channels to share knowledge acquired during the first step of the project.	TG1, TG2, TG4, TG6	M10 onwards	At least 4 physical trainings At least 10 webinars At least 200 trainees
Technical publications and conference presentations: peer-reviewed scientific papers, submitted to open-access scientific journals, technical papers or/and grey literature.	TG1, TG2, TG3, TG4, TG6	M10 onwards	At least 1 peer review publication
Roadmaps: [redacted] statement for institutions outside the [redacted] consortium that are willing to pursue institutional change on CS and would like to follow a validated approach.	TG1, TG2, TG3, TG4, TG6	M20 onwards	At least 200 downloads from the website repository At least 100 hand-deliveries. At least 4 events where the document will be

B: Activities and Tools to be implemented

	Audience / Goals	Timing	Outreach/KPIs
Website. An advanced website, providing information about the project's results, including a detailed list and overview of all good practices collected by the consortium. In addition, the website will publish project's news and will act as a communication channel for the stakeholders.	TG1, TG2, TG3, TG4, TG5, TG6	M6-M36 and beyond	~10000 total visits, 12 newsletters sent, 250 newsletter signed members
Visual Identity. visual identity, comprising a logo, standard presentation, brochure and roll-up in line with the H2020 visual guidelines.	TG1, TG2, TG3, TG4, TG5, TG6	M4-M36 and beyond	1500 Brochures distributed during external events
Social Media Accounts. The project activity will be distributed on Twitter, LinkedIn and Facebook	TG4	M4-M36 and beyond	1000 total followers among social medias
Media presence, provided by interviews, journalistic articles, a video news release, complemented by info-graphics and fact sheets.	TG1, TG2, TG3, TG4	M4-M36 and beyond	10 journalistic articles / interviews
External events such as fairs and conferences that provide opportunities for in-depth discussions and exchange of knowledge.	TG1, TG2, TG3, TG6	M4-M36 and beyond	Participation in 5 external events

Examples (proposal)

Activities, tools, timing and KPIs

Table 4 - DISSEMINATION (D) AND COMMUNICATION (C) TOOLS AND ACTIVITIES

DISSEMINATION (D) AND COMMUNICATION (C) TOOLS AND ACTIVITIES		
Brand identity: Logo & Templates	Purpose: D / C	Target: TG1, TG2, TG3, TG4
A recognizable visual identity will be designed at the initial stage of the project. It will comprise brand guidelines, colors and font codes, and the logo variants needed for all applicable online or offline channels and collaterals and all the templates. KPIs: #1 brand identity kit (M1)		
PATTERN website	Purpose: D / C	Target: TG1, TG2, TG3, TG4
The website will be designed and then updated regularly following a draft structure that is foreseen at least to include: About, Resources, News and events and Contact Us sections. Moreover, the project website will host the PATTERN platform to make available in a transparent, readily available, user-friendly and visual-attractive way all PATTERN exploitable assets. KPIs: #1 website (M3), >10.000 visits, >25 countries reached.		
Flyers/Posters/Roll-ups	Purpose: C	Target: TG1, TG2, TG3, TG4,
To be used when participating in events and meetings, and comprises flyers, presentations, roll-ups and posters for version 1: M6, version 2: M24. The materials will be available as e-files and printed when needed. LOBA will support partners with dedicated graphical material, when needed (e.g. to support events or workshops). KPIs: #2 flyers, #2 roll-ups, >2 posters, #500 flyers distributed		
Scientific publications and Actionable Knowledge	Purpose: D	Target: TG1, TG2, TG3
Scientific publications, Factsheets and Infographics to make the PATTERN outcomes "Actionable" for the stakeholders will be produced. Examples with related timings are provided. <u>From T1.1 and T1.3: Infographic</u> "Available learning opportunities on Open and Responsible Research and Innovation" (M12); <u>From T2.1: Factsheet</u> "PATTERN Training modules" (M16); <u>From T2.2: Promotional banner and video</u> "The PATTERN Platform" (M12); <u>From T3.2: Factsheet</u> "Insights from PATTERN Training pilots" (M30); <u>From T4.1: Infographic</u> "EU and national initiatives and policies in trainings for open science and RRI practices" (M13); <u>From T4.2: Booklet</u> "RRI Policy briefs" (M42). KPIs: >1 scientific publication, #2 factsheets, #2 infographics, #1 booklet, #1 video		



- Impact: Definition and Types
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- **Activities**



Outline



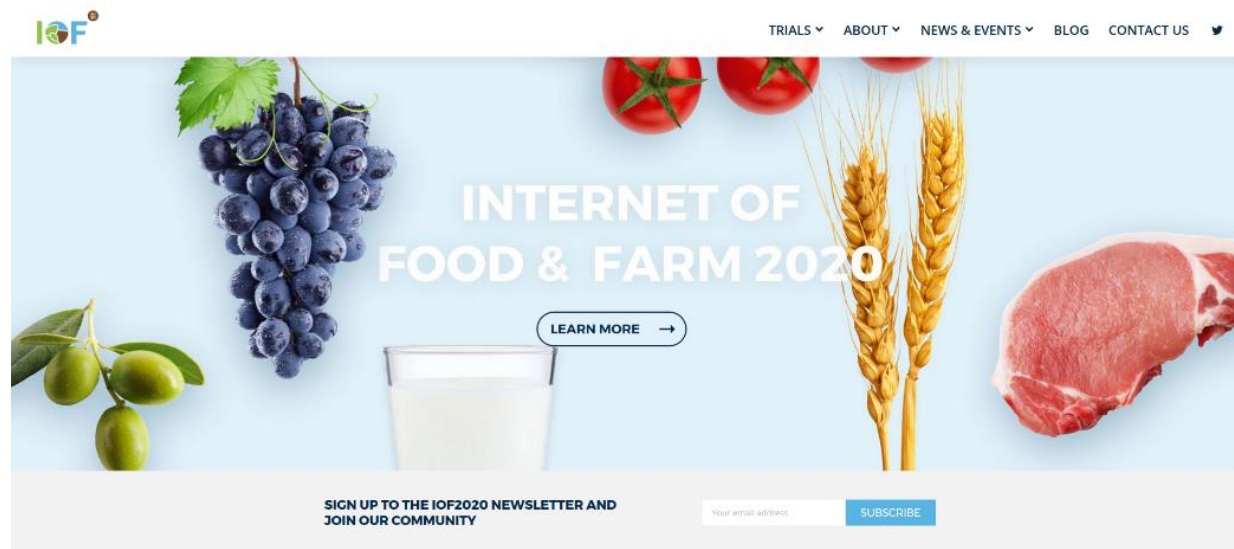
Activities

Tips and tricks



Website

- ❖ Make it attractive
- ❖ Include an easy way to contact you and follow the project
 - ✓ Social media
 - ✓ Newsletter
 - ✓ Distribution list
- ❖ Think of your target audiences!



Social media

- ❖ Catchy messages
- ❖ Unique content
- ❖ Visual elements
- ❖ Call for action
- ❖ Clear and correct language
- ❖ Put in in context (#hashtags, multipliers, links)
- ❖ [Social media guide for EU funded R&I projects](#)

PerformFISH @PerformFISH_EU · May 28
DYK? Fish farms to produce nearly two thirds of world's #seafood by 2030
[#WorldBank] 🌐
@PerformFISH_EU

#PerformFish #aquaculture #sustainability

**AQUACULTURE IS THE FUTURE
OF FOOD**

By 2030, nearly two-thirds of all seafood produced for human consumption will come from aquaculture [World Bank].



1 9 19

NEFERTITI @NEFERTITI_EU · 21 May
The Farm Demo Conference has just started! We are looking forward to an exciting day full of inspiring speeches and fruitful discussions! @PLAID_project @AgriDemoF2F #farmdemo #H2020 #fdc2019



1 9 18

Public Deliverables

Produce useful results!

Include a well targeted executive summary

Make sure the message is clear

Consult target audiences about the conclusions to make sure they are relevant (not only at the end...)

Make it attractive: use infographics and images

Sometimes less is more: be specific but answer questions!

Press Release – should you?



Is the item newsworthy?



Is the content timely?



Is the press release the best way to spread the word?



Is the language appropriate?



Do you have the right contacts? Do your partners have them?



Be succinct, use everyday words and active verbs



Newsletter

- ❖ Do you have enough to share?
- ❖ Think about digested content for specific audiences
- ❖ Will you have regularly content to share with those audiences?
- ❖ Highlight what you are doing that is useful to them

What can UNISECO offer you?

Agro-ecological Knowledge Hub explore the questions UNISECO is in progress to seek answers for!

ve set up the frames for the UNISECO Agro-ecological Knowledge Hub. Integrated within our project ie we will gradually populate it with information in multiple languages tailored to our target groups moting cooperation and implementation of agro-ecological approaches of farming systems, as well providing a platform for continued knowledge sharing and capacity building as a project legacy.

[Visit the UNISECO Agro-ecological Knowledge Hub](#)

Do you know you could register for our Multi-Actor Platform Networking Facility?

As a member you can participate in our online community that provides a space for networking and knowledge exchange amongst the members of the MAPs on topics in relation to agro-ecological practices and the sustainability of European agriculture.

[Read more about and sign up to the MAP NEF](#)



Impact Lab - Topics

- 🏷 [HORIZON-CL2-2024-TRANSFORMATIONS-01-07: Methodologies for teamworking of researchers – reinforcing transversal collaborative skills, behavioural and implementation sciences](#)
- 🏷 [HORIZON-CL3-2024-FCT-01-04: Radicalisation and gender](#)
- 🏷 [HORIZON-CL4-2024-TWIN-TRANSITION-01-12: Enhanced assessment, intervention and repair of civil engineering infrastructure \(RIA\)](#)
- 🏷 [HORIZON-CL5-2024-D1-01-04: Improved toolbox for evaluating the climate and environmental impacts of trade policies](#)
- 🏷 [HORIZON-CL6-2024-ZEROPOLLUTION-01-3: Environmental impacts of food systems](#)



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