APRE
Agenzia per la Promozione della Ricerca Europea

L'IMPATTO IN HORIZON EUROPE

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Agenda

Argomento
Impatto in Horizon Europe: l'impact pathway
Overview e definizione impatto
L'impatto nel template della proposta HE – par 2.1 del template
Strumenti per massimizzare l'impatto – par 2.2 del template
Comunicazione, Disseminazione e Sfruttamento dei risultati – CDE Plan and activities
Un approccio per scrivere la proposta partendo da Expected Impacts
L'impact canvas nel template della proposta HE – par 2.3 del template

Who am I?

- Laurea in Chimica (indirizzo organico)
- Master in comunicazione e certificazione ambientale
- Project Manager

Contacts

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My expertise

Bioeconomia
Economia circolare
Stakeholder Engagement
Project Management

Who am I?

Alessio Livio Spera

Contacts

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Via Cavour 71, Roma
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My background

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

My expertise

Communication
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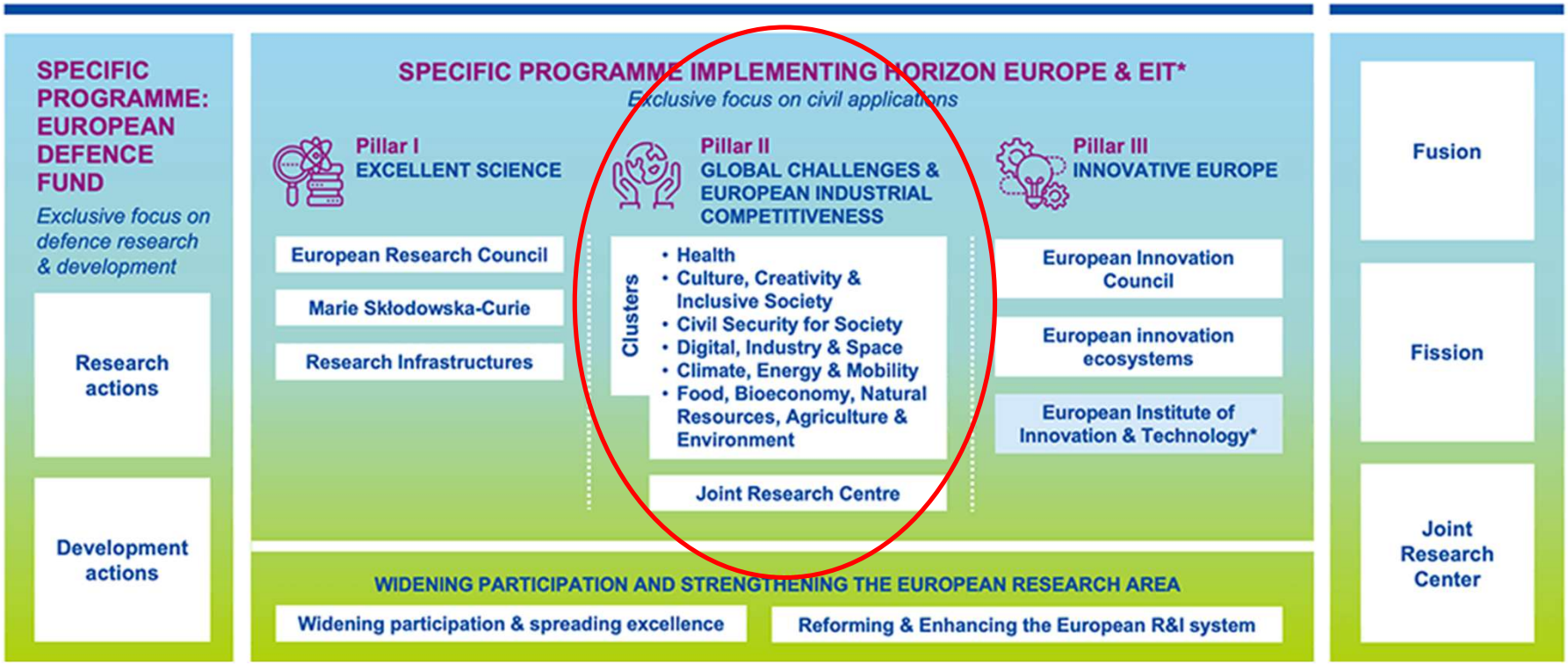
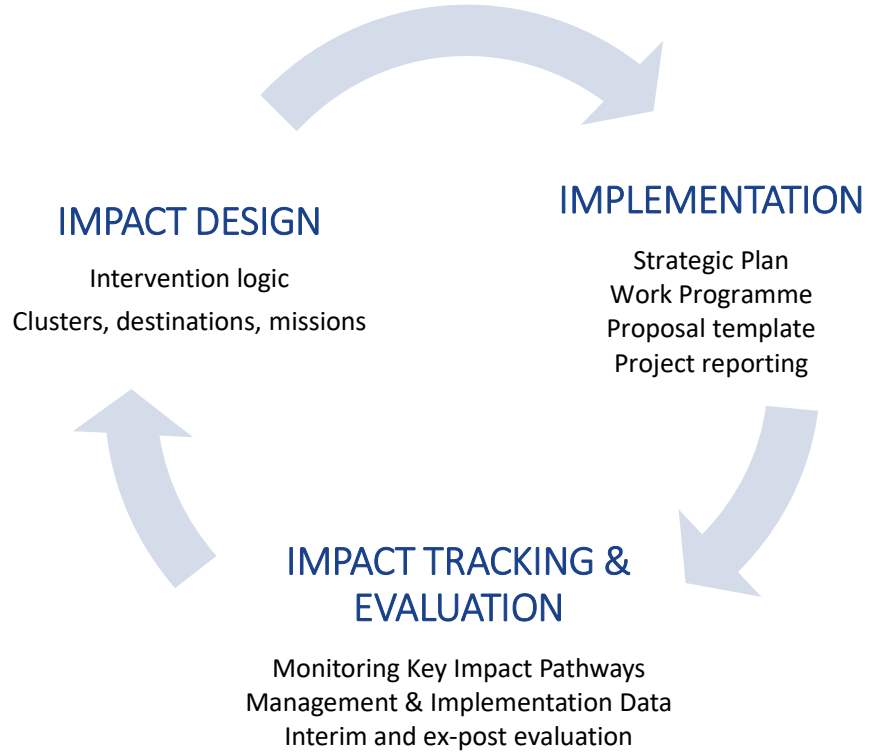
Horizon Europe structure



Horizon Europe cycle

Massimizzazione dell'impatto: deve essere parte del design del progetto, includendo attività di disseminazione, exploitation, monitoraggio.

Impact-driven Framework Programme



Dove troviamo l'impatto nella proposta

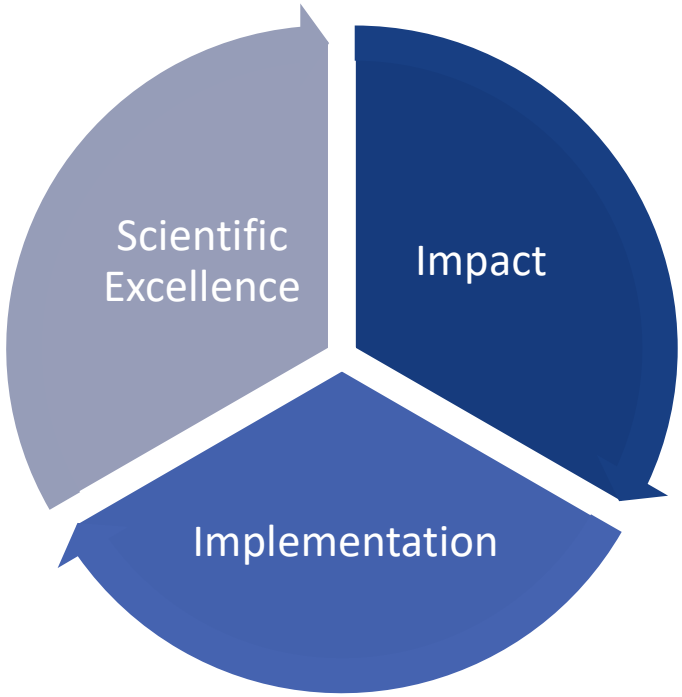
Application form (proposal template)

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.

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

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

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.

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

Some definitions

Outcomes and Impact

Outcome

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

Impact

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**.

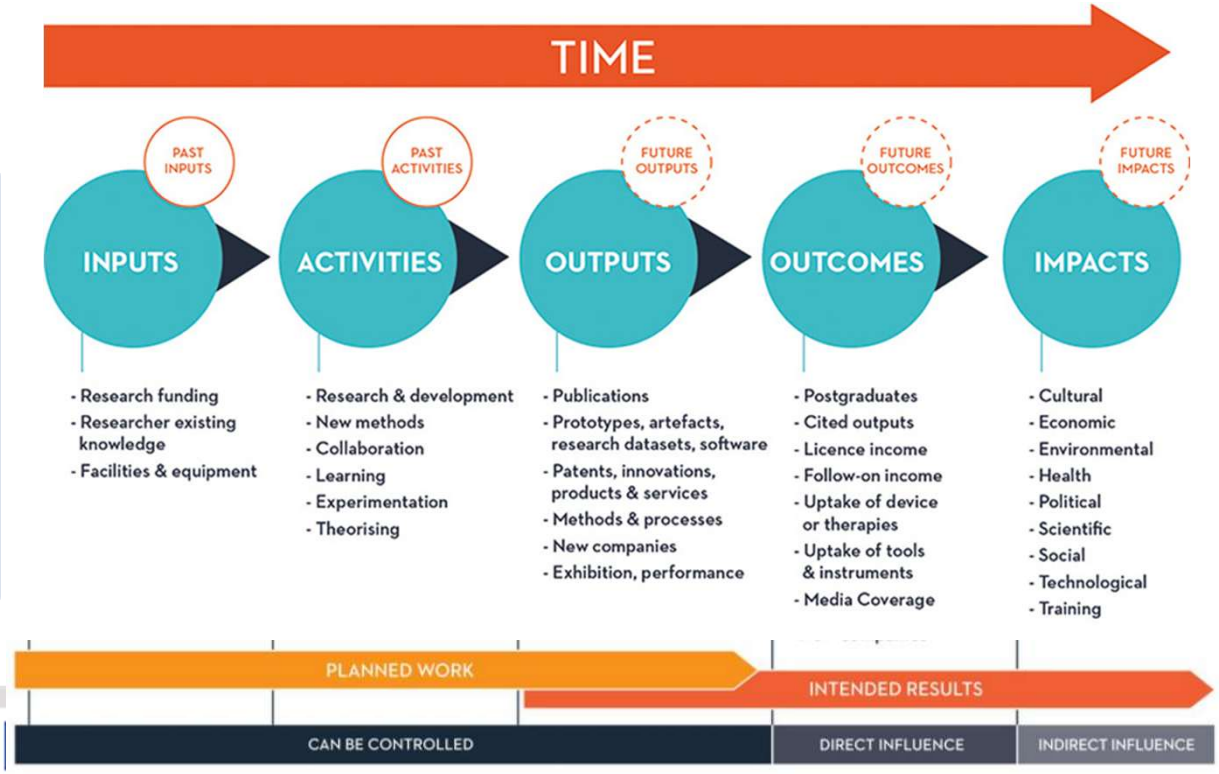
Example: The deployment of the advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs

Some definitions

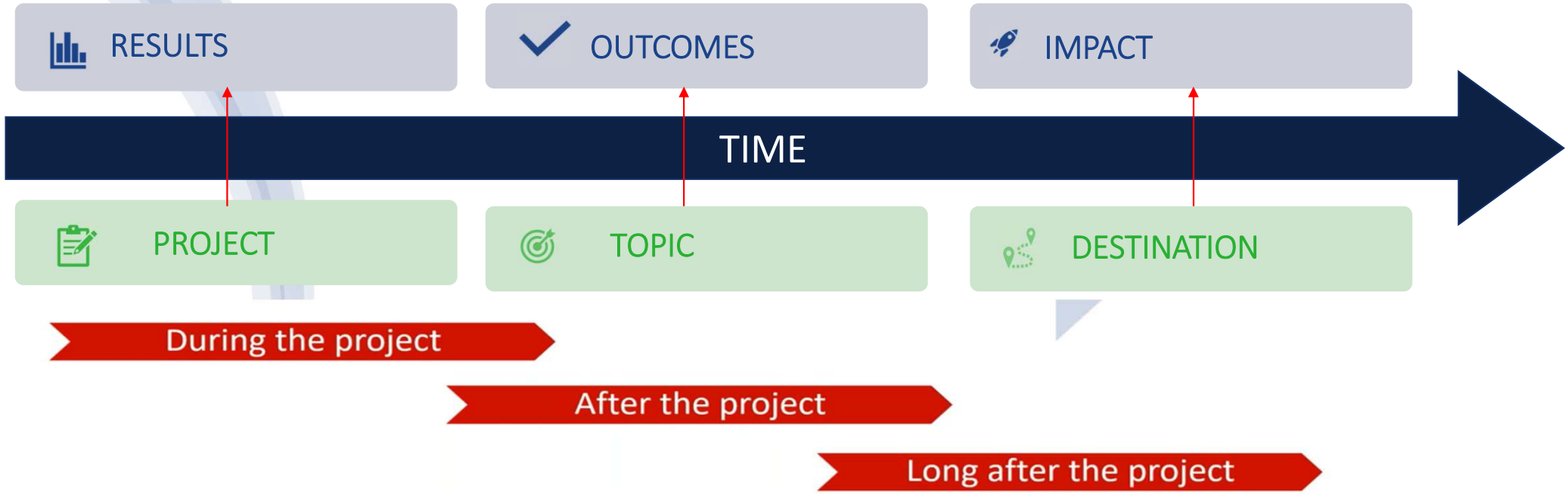
Impact Pathway

L'**impact pathway** traccia le fasi della ricerca nel tempo, inclusa l'identificazione iniziale, il suo sviluppo e la sua successiva diffusione tra le varie discipline e la società in generale.

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 Pathway



Impact & Innovation must be addressed in all parts of a proposal

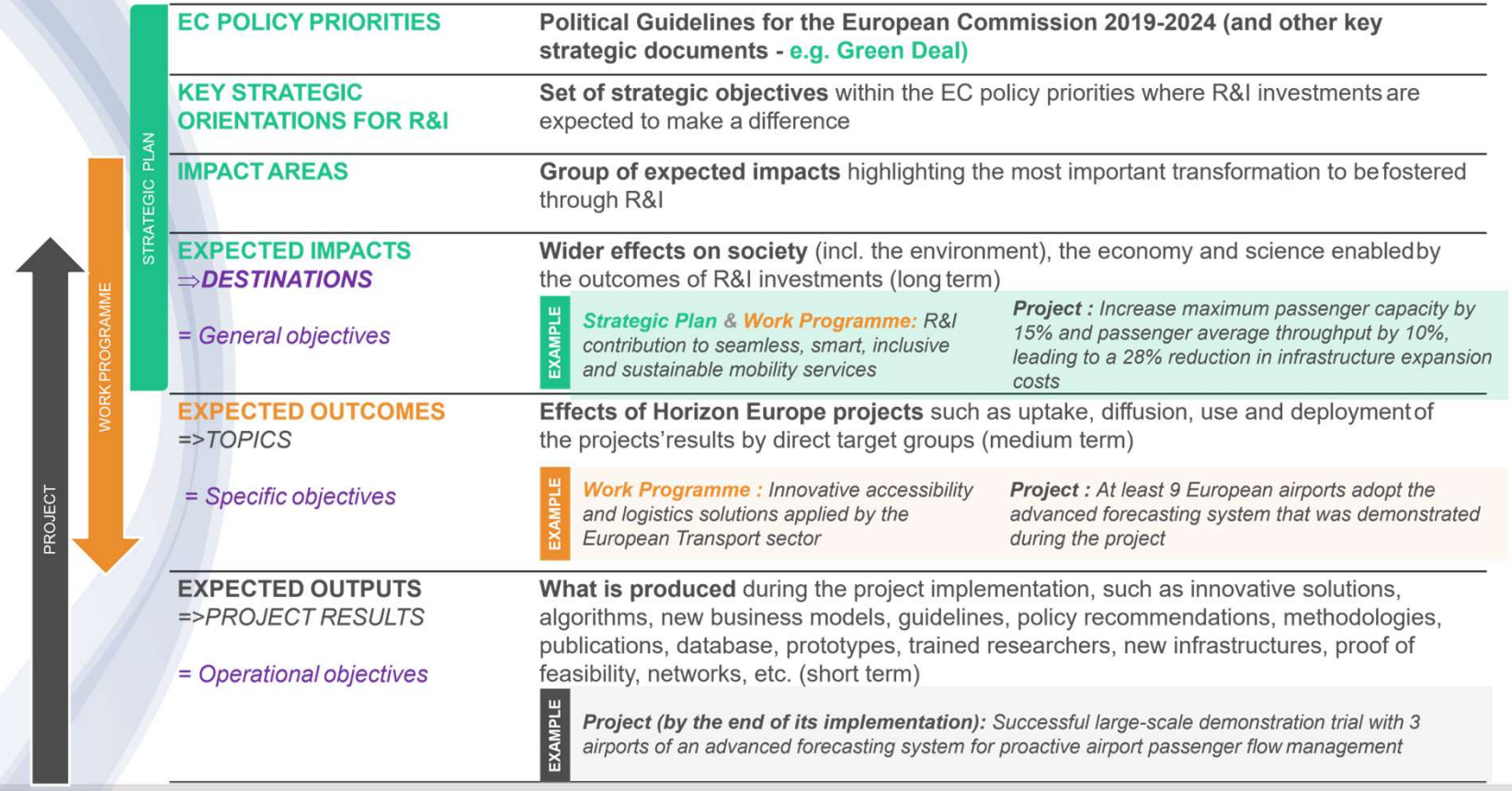
..and all stages of the project – and beyond

Impact Pathway

Impact & Innovation must be addressed in all parts of a proposal

..and all stages of the project – and beyond

EU documenti strategici per HE



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EU documenti strategici per HE

STRATEGIC PLAN

definisce gli orientamenti strategici degli investimenti nei primi quattro anni del programma. Garantisce che le azioni di ricerca e innovazione dell'UE contribuiscano alle **priorità dell'UE**, tra cui un'Europa verde e climaticamente neutra, un'Europa adatta all'era digitale e un'economia al servizio delle persone.

Lo strategic plan include:

- quattro orientamenti strategici per gli investimenti in ricerca e innovazione nell'ambito di Horizon Europe per i prossimi quattro anni;
- i partenariati europei co-finanziati e co-programmati;
- le missioni dell'UE (EU missions) da sostenere attraverso Horizon Europe
- gli ambiti della Cooperazione Internazionale (alla base dei 4 orientamenti strategici)

Due Strategic Plans sono pianificati per la durata di HE:
1° 2021-2024, 2° 2025-2027.

IMPLEMENTATION STRATEGY

si concentra sul **modo** in cui il nuovo programma raggiungerà tali obiettivi nella pratica: il quadro di regole attentamente progettate per ottenere processi efficienti, attraverso l'intero ciclo di vita del programma e del progetto, per raggiungere gli impatti attesi in modo efficiente e facile da usare.

Impatto del progetto: da dove deriva

Le priorità di ricerca e innovazione dell'Unione Europea: massimizzare l'investimento della commissione stessa nel finanziare la ricerca e le idee progettuali dei proponenti.

- Strategic Plan: documento strategico di pianificazione. È l'atto di esecuzione che definisce gli orientamenti strategici per gli investimenti di ricerca e innovazione dell'Unione nel periodo di riferimento, assicurando l'allineamento tra le priorità politiche generali dell'UE e i programmi di lavoro di Horizon Europe, di cui il piano prepara i contenuti.
- Implementation strategy: indicazioni implementative; il documento che definisce come il programma deve essere implementato nella pratica.

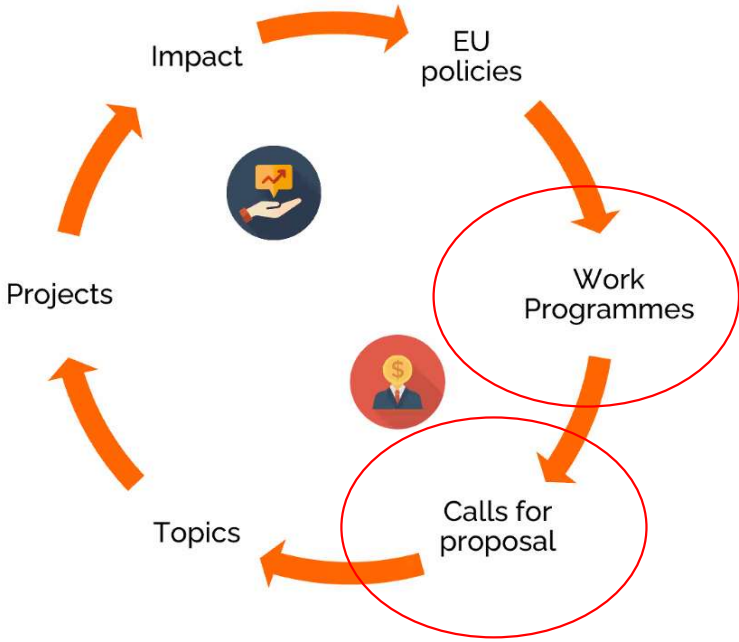

Table of contents

Destination 1 – Biodiversity and Ecosystem Services

The EU Biodiversity Strategy for 2030 is a cornerstone of the Europ
put Europe's biodiversity on the path to recovery by 2030, for the b
and the planet. It will also prepare the EU to take a leading role in th
negotiations on a new global framework to halt biodiversity loss. W
no harm' vision, all EU policies will become more biodiversity-friend
sustainable use of ecosystems, supporting the recovery in a post-pand
vision is fully supported in the Strategic Plan of Horizon Europe for 2
strategic orientation 'Protecting and restoring ecosystems and bio
sustainably natural resources on land and at sea, and achieving
adaptation'. Consequently, Destination 1 "Biodiversity and Ecosyst
achieve the following expected impact from Cluster 6 "**Biodiversit
recovery, and ecosystems and their services are preserved and
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
2030. It will also enable transformational change engaging Europe
and their global impacts, making decisions more biodiversity-frie
policy targets, develop nature-based solutions[8] and holistic approac
causes of biodiversity loss, particularly in connection to productio
sectors to be integrated in ecosystem-based management. Investme
protect and restore the integrity of terrestrial, aquatic and marine eco
multiple pressures, and their capacity to deliver a wide range of e
Horizon Europe, a **long-term strategic research agenda for bi**
developed.

The sixth mass extinction is taking place: one million species are at t
degradation of ecosystems severely affects the fabric of life that
humankind[9]. None of the globally agreed targets of the Strategic Pla
2020 has been fully achieved[10], with the biodiversity crisis even de
on biodiversity status, pressures, impacts and responses needs to be
omic work in certain ecosystems. **Understanding**
main drivers through data-driven science, inte
tools, models and scenarios, will support Europe's

/380 EU Biodiversity Strategy for 2030: Bringing nature back
ed solutions are "inspired and supported by nature, which are
vironmental, social and economic benefits and help build re
more diverse, nature and natural features and processes into cit
cally adapted, resource-efficient and systemic interventions.
it biodiversity and support the delivery of a range of ecosystem
al assessment (2019). Summary for policy-makers.
ion's 5th Global Biodiversity Outlook (2020).

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, seasand 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 ecosystems 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

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

y research is interconnected across Europe, supporting and enhancing the
national, EU and international environmental policies and conventions.

f actions under this destination will have impacts in the following areas:
ystems and biodiversity on land and in waters"; "Climate change mitigation
"Clean and healthy air, water and soil"; "Sustainable food systems and
"; "A resilient EU prepared for emerging threats"

ll(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)
e budget	218.50	156.00	

Work Program Cluster X (Structure)

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

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Horizon Europe: destination structure

Title	• short and meaningful, communicating the essence of the expected impact and policy direction
Introductory narrative	• sets the scene, describes briefly the challenges, includes the overall rationale for the choice of the topics
Expected impacts	• "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	• a final paragraph makes the link with impact areas set out in the draft Strategic Plan
Table	• 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 [illegible] sustainably natural resources on land and at sea, and achiev[illegible] adaptation'. Consequently, Destination 1 "Biodiversity and Ecos[illegible] achieve the following expected impact from Cluster 6 "**Biodiver[illegible] recovery, and ecosystems and their services are preserved an[illegible] land, inland water and at sea through improved knowledge a[illegible]** funded under this destination must therefore contribute to deliver t[illegible]

Research and innovation is key to delivering important impacts [illegible] food-health-water-climate and to achieving the goal of healthy a[illegible] 2030. It will also enable transformational change engaging Euro[illegible] and their global impacts, making decisions more biodiversity-[illegible] policy targets, develop nature-based solutions[7] and holistic appro[illegible] causes of biodiversity loss, particularly in connection to produ[illegible] sectors to be integrated in ecosystems-based management. Invest[illegible] protect and restore the integrity of terrestrial, aquatic and marine e[illegible] multiple pressures, and their capacity to deliver a wide range o[illegible] Horizon Europe, a **long-term strategic research agenda for** [illegible] developed.

The sixth mass extinction is taking place: one million species are a[illegible] degradation of ecosystems severely affects the fabric of life th[illegible] humankind[8]. None of the globally agreed targets of the Strategic [illegible] 2020 has been fully achieved[10], with the biodiversity crisis even [illegible] on biodiversity status, pressures, impacts and responses needs to [illegible] even basic taxonomic work in certain ecosystems. **Understandin[illegible]** addressing its main drivers through data-driven science, in[illegible] knowledge, new tools, models and scenarios, will support Europ[illegible]

7 COM/2020/380 EU Biodiversity Strategy for 2030: Bringing nature ba[illegible]
8 Nature-based solutions are "inspired and supported by nature, which a[illegible] provide environmental, social and economic benefits and help build [illegible] more, and more diverse, nature and natural features and processes into [illegible] through locally adapted, resource-efficient and systemic interventions [illegible] must benefit biodiversity and support the delivery of a range of ecosyst[illegible]
9 IPBES global assessment (2019). Summary for policy-makers.
10 United Nation's 5th Global Biodiversity Outlook (2020).

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

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European Commission

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Legal and financial set-up of the Grant Agreements	The rules are described in General Annex G.
Financial and operational capacity and exclusion	The criteria are described in General Annex C.
Procedure	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	
Expected EU contribution per project	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.
Indicative budget	The total indicative budget for the topic is EUR 2.50 million.
Type of Action	Coordination and Support Actions
Eligibility conditions	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.
Procedure	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

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

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 iss
and evaluation.

Proposal should aim to facilitate trans-cluster coo
a view to identifying synergies, to make it possi
coordination and cooperation are key to achiev
networks.

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

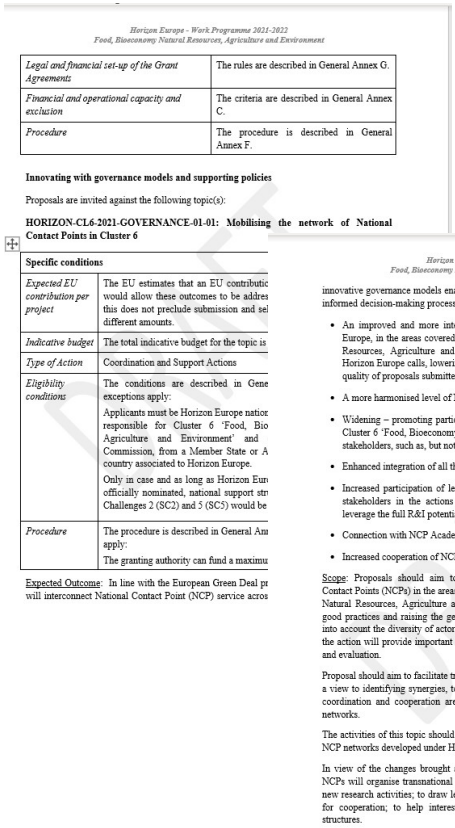
In view of the changes brought about by the ac
NCPs will organise transnational events to comm
new research activities; to draw lessons from pre
for cooperation; to help interested stakeholder
structures.

Topic

- Conditions related to the topic
- Expected outcomes
- Scope

Horizon Europe: topic structure

Title	• apply the impact logic and reflect the outcomes covered by the topic
Expected outcomes	• brief description of the policy context and intervention logic related to the topic, i.e. the contribution of the expected outcomes of the topic to the impact described at Destination level • list of the expected outcomes of the topic, précising if projects should address all or some of the outcomes
Scope	• describes the area of R&I that needs to be tackled if the expected outcomes are to be successfully addressed



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

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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	
Expected EU contribution per project	The EU estimates that an EU contributic would allow these outcomes to be addres this does not preclude submission and sel different amounts.
Indicative budget	The total indicative budget for the topic is
Type of Action	Coordination and Support Actions
Eligibility conditions	The conditions are described in Gene exceptions apply: Applicants must be Horizon Europe natior responsible for Cluster 6 'Food, Bio Agriculture and Environment' and Commission, from a Member State or A country associated to Horizon Europe. Only in case and as long as Horizon Eur officially nominated, national support str Challenges 2 (SC2) and 5 (SC5) would be
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Expected Outcome: In line with the European Green Deal pr will interconnect National Contact Point (NCP) service acros

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

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.
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- 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 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 Pilar 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.

European Commission

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EU documenti strategici per HE

Maximising impacts

Partendo dal modo in cui il Work Programme è strutturato , si arriva ad avere una chiara visione degli expected impacts.

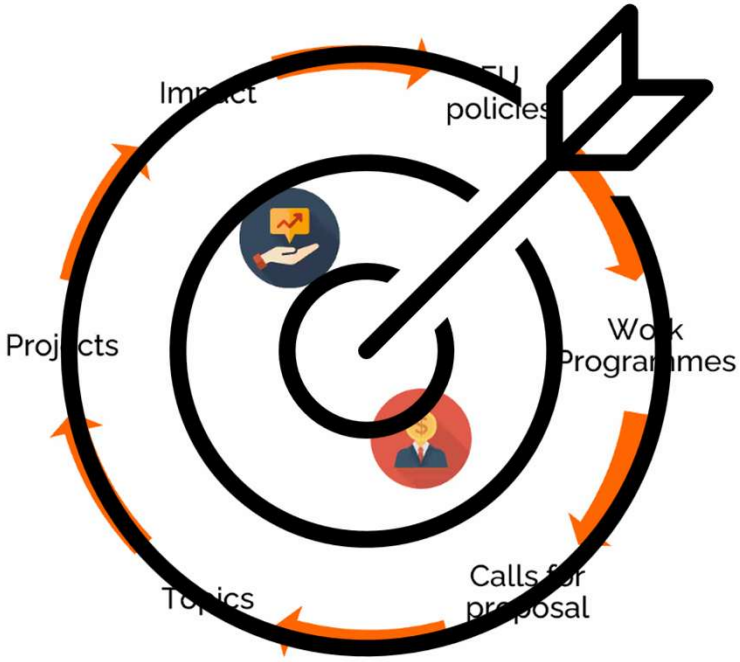
- expected impacts: indicati a livello di **call** o **group of topics**,
- expected outcomes: definiti per ciascun **topic**.

Queste disposizioni guidano sia i candidati che gli esperti e garantiranno che, fin dall'inizio, i progetti siano allineati lungo l'impact pathways.

Gli impatti attesi sono precisi e definiti, ma il modo di raggiungerli è aperto a percorsi diversi.

EU documenti strategici per HE e la proposta di progetto

- Nella destination sono già scritti esplicitamente gli impatti da raggiungere con tutti i progetti finanziati sotto quella destination.
- Con la nostra proposta progettuale dobbiamo dimostrare alla Commissione che contribuiamo a quello che si è preposta.
- Aiutiamo la Commissione a trovare i suoi obiettivi nella nostra proposta.



Agenda

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Definizione dell'impatto

Impatto = i benefici derivati dall'innovazione

- Più grande è il beneficio, maggiore è l'impatto
- L'impatto può essere economico, sociale, ambientale, tecnico, educativo, scientifico, sulla salute: *European Science Foundation Impact Classifications*

Il contributo dimostrabile delle azioni progettuali

Deve andare oltre il ciclo di vita del progetto

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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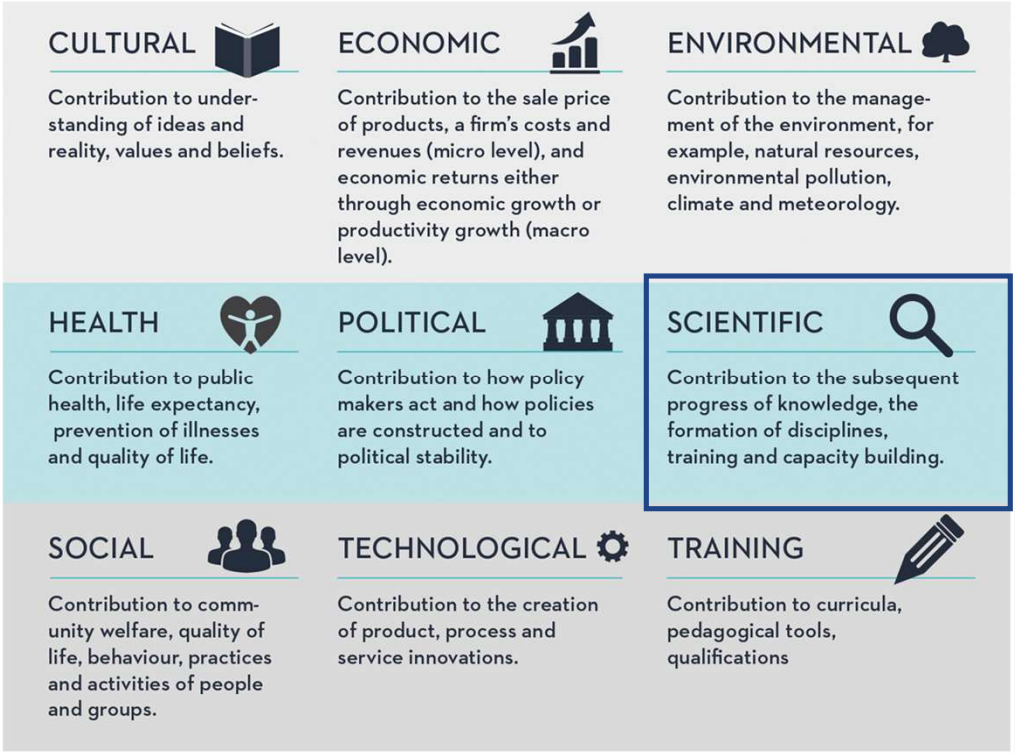

European Science Foundation Impact Classifications

L'impatto nei diversi contesti

Scientific

Produzione di conoscenza
Nuove pubblicazioni **peer-reviewed** e citazioni
Presentazioni a **conferenze** nazionali e internazionali
Nuova "**letteratura grigia**"
Nuove **revisioni sistematiche** o risultati
Maggiore disponibilità di prove, inclusi dati **open access**
Creazione di nuovi **dataset e/o database**

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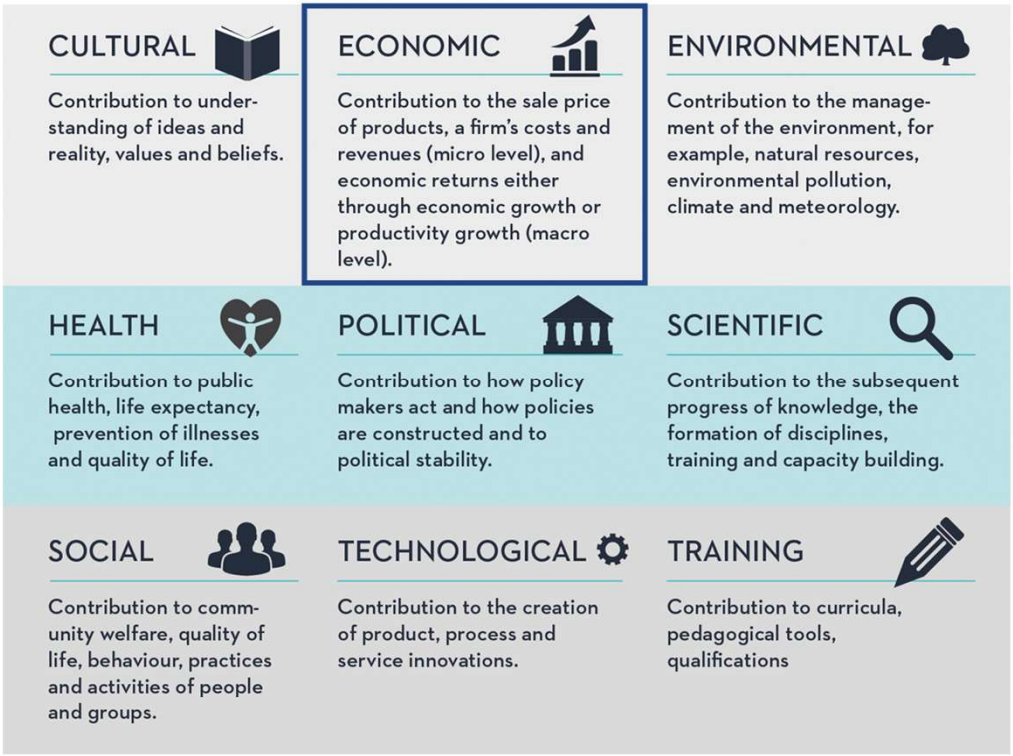

European Science Foundation Impact Classifications

L'impatto nei diversi contesti

Economic

Nuovi o ampliati **prodotti, licenze** o servizi creati
Aziende **spin-off o start-up** registrate
Creazione o aumento dell'**occupazione**
Utilizzo più efficiente delle **risorse pubbliche**
Attirare **finanziamenti** nazionali e internazionali
Maggiore **reddito** generato
Riduzione delle ridondanze e dei costi

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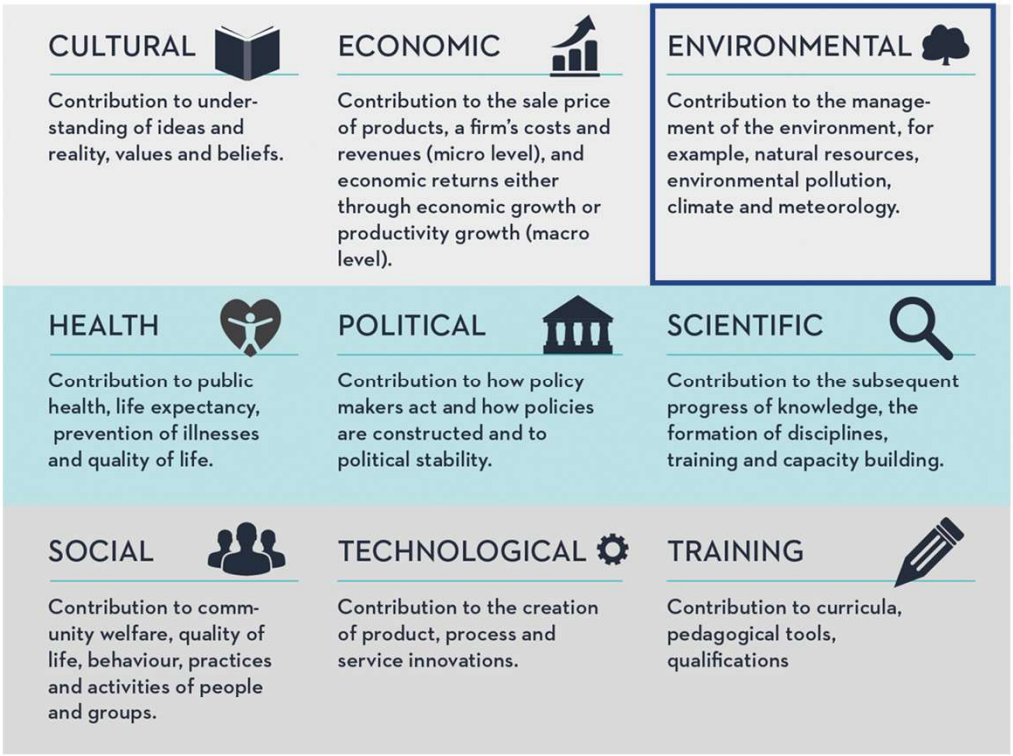
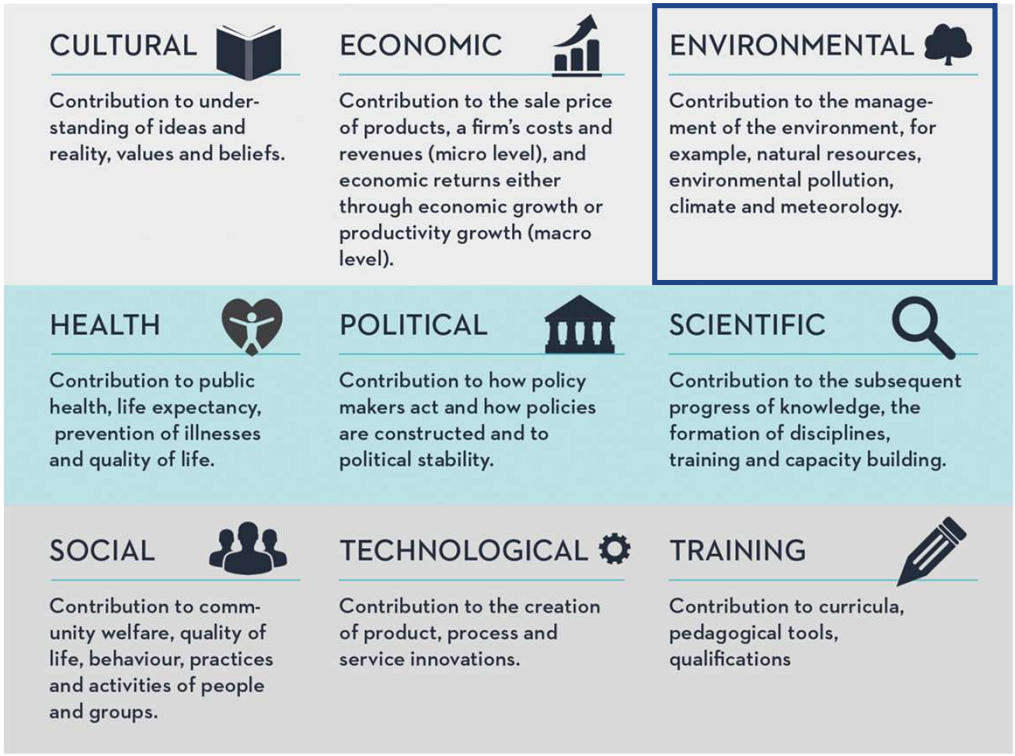


European Science Foundation Impact Classifications

L'impatto nei diversi contesti

Environmental

Migliorare la **consapevolezza e la comprensione** dei cambiamenti climatici e delle loro conseguenze e stimolare il dibattito pubblico
Politiche ambientali basate su evidenze
Migliore gestione o conservazione delle **risorse naturali**
Migliore gestione dei **rischi o pericoli ambientali**
Miglioramento dei **servizi privati o pubblici**
Nuove/migliorate **tecnologie** o processi per ridurre l'inquinamento e/o l'impatto degli inquinanti
Miglioramento nell'uso **sostenibile** delle risorse per società **resilienti**
...e molto altro!



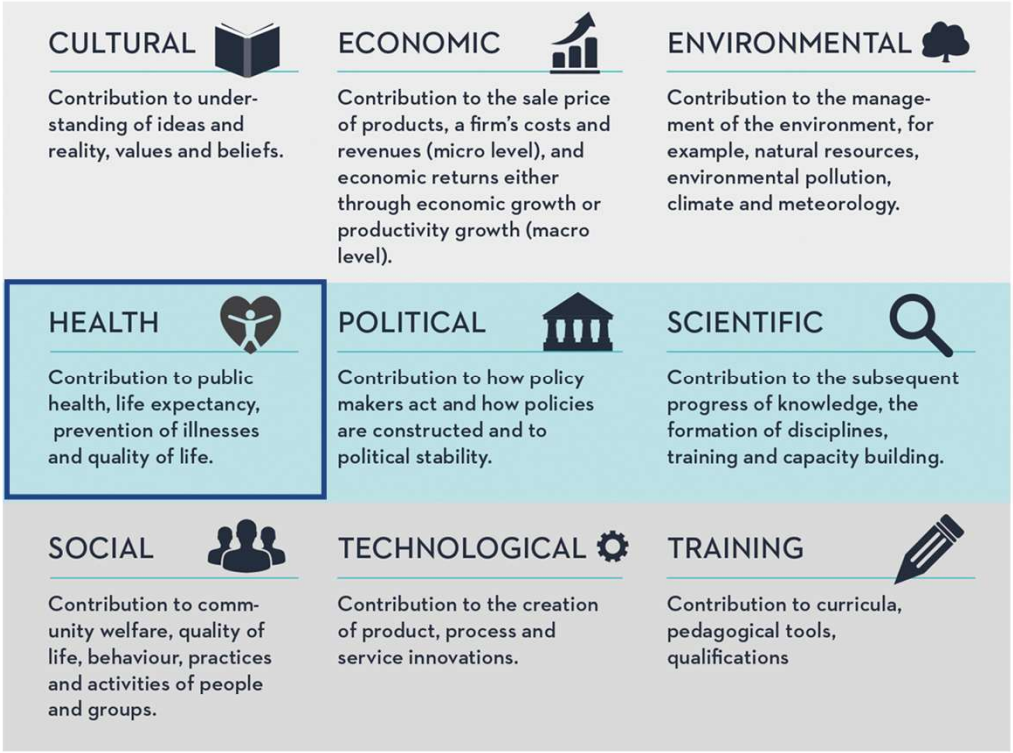
European Science Foundation Impact Classifications

L'impatto nei diversi contesti

Azione per il clima includono:

- **Mitigare** i cambiamenti climatici (contribuendo a ridurre le emissioni di gas serra)
- **Adattarsi** all'impatto dei cambiamenti climatici costruendo resilienza a fenomeni come inondazioni, siccità e altri eventi meteorologici estremi
- **Contribuire alla comprensione** delle cause del cambiamento climatico.

L'impatto nei diversi contesti



European Science Foundation Impact Classifications

Health and wellbeing

Nuove o migliorati **interventi, servizi, farmaci/trattamenti/terapie, tecnologie diagnostiche o mediche**, pratiche di cura o processi

Miglioramento della salute e del benessere a livello **individuale**

Riduzione delle disuguaglianze nello stato di salute e nell'utilizzo dei servizi sanitari e sociali attraverso **informazioni e politiche** rivolte a gruppi vulnerabili/svantaggiati

Aumento dell'efficienza nella fornitura di **servizi sanitari pubblici e sociali**, nonché interventi e servizi sanitari forniti da ONG e altri nella comunità

Miglioramento della **qualità della vita** grazie a servizi/interventi per la salute e il benessere migliorati

Miglioramento della **salute e del benessere degli animali**

Riduzione dei costi e dei ritardi per trattamenti, interventi, pratiche e processi grazie a nuove soluzioni

Mitigazione dei rischi per la salute o il benessere attraverso **servizi di prevenzione o di intervento precoce**

Aumento del numero di partecipanti iscritti a **trial clinici** e basati sulla comunità

Aumento del numero di individui che adottano **stili di vita sani**

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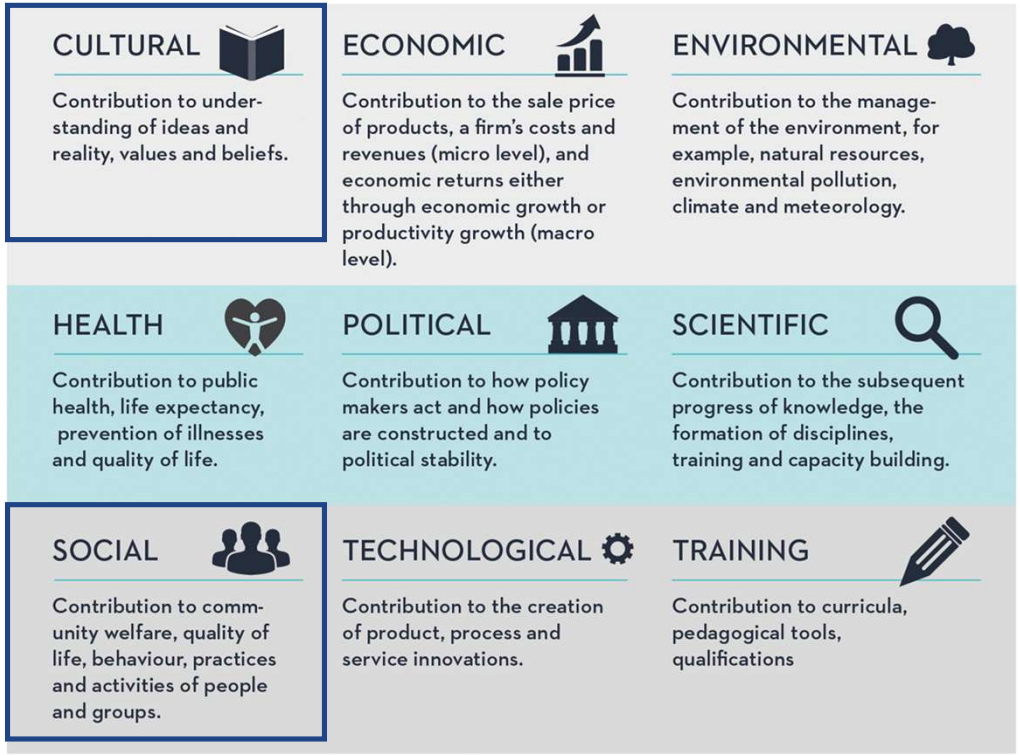


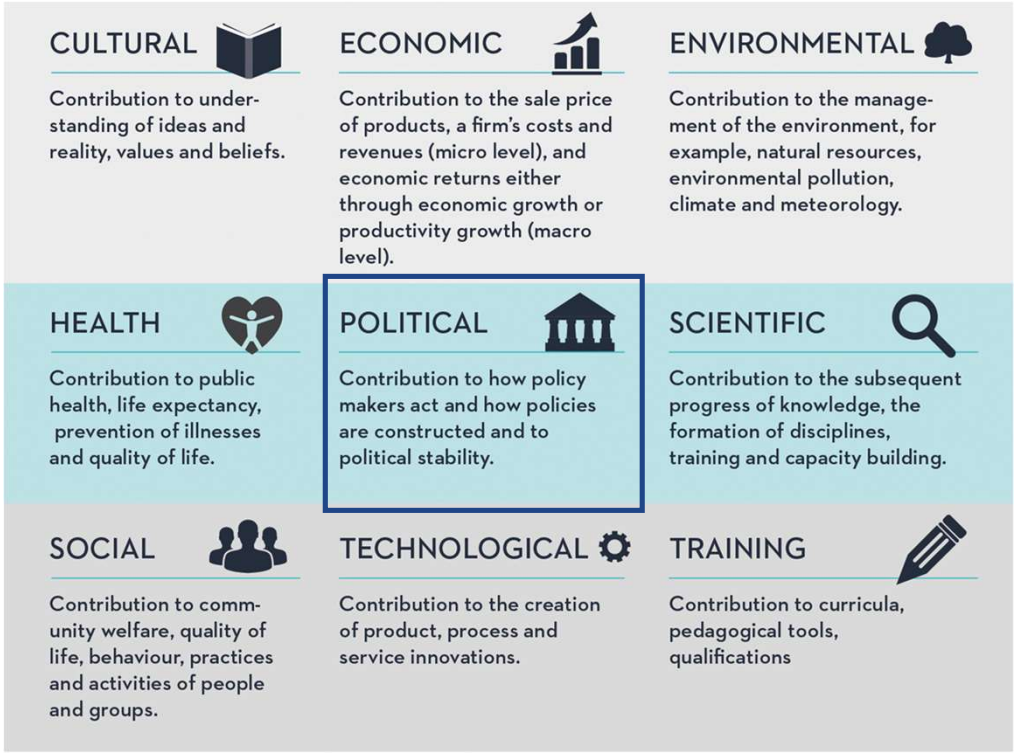
European Science Foundation Impact Classifications

L'impatto nei diversi contesti

Social +Cultural

Opportunità aumentate per la **creatività**, l'**auto-espressione** e lo **sviluppo**
Maggiore apprezzamento e/o progettazione di **servizi culturali** come musei, gallerie, biblioteche
Cambiamenti di **atteggiamento, educazione e comprensione**
Stimolazione o informazione del **dibattito pubblico**
Miglioramento della **qualità della vita** attraverso un migliore accesso ai servizi
Piani di sviluppo e rigenerazione locale, regionale o nazionale
Miglioramento delle **prestazioni umane** grazie a nuove tecnologie o processi modificati

L'impatto nei diversi contesti



European Science Foundation Impact Classifications

Political

Policy

Public services: Implementazione, revisione o valutazione delle politiche per migliorare l'efficienza e l'efficacia dei servizi pubblici, dei prodotti e dei processi

Evidence-informed: Decisioni politiche e di bilancio basate su prove, modifiche alla legislazione, regolamenti, linee guida o finanziamenti;

Educational curricula: Programmi educativi rivisti, a tutti i livelli, informati da nuove conoscenze;

Policy briefing papers and reports: Rapporti commissionati da dipartimenti/agenzie governative, Documenti di sintesi delle politiche, manuali pratici e altro materiale prodotto per/da divulgare ai professionisti, ai decisori politici e alle organizzazioni della società civile

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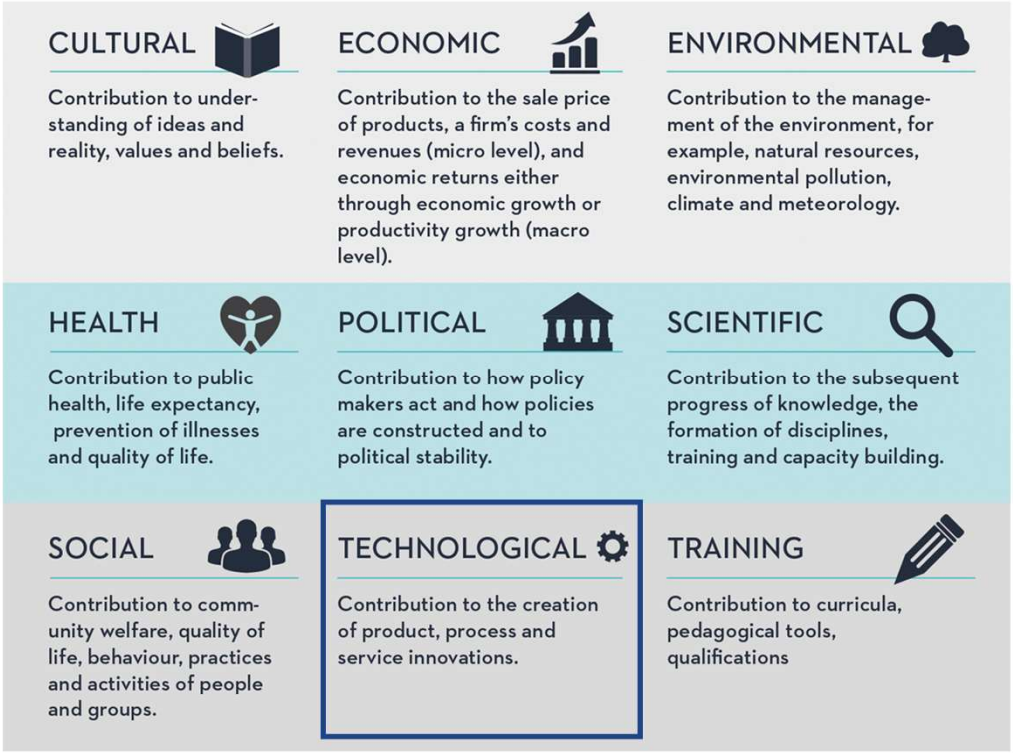


European Science Foundation Impact Classifications

L'impatto nei diversi contesti

Technological

Product development

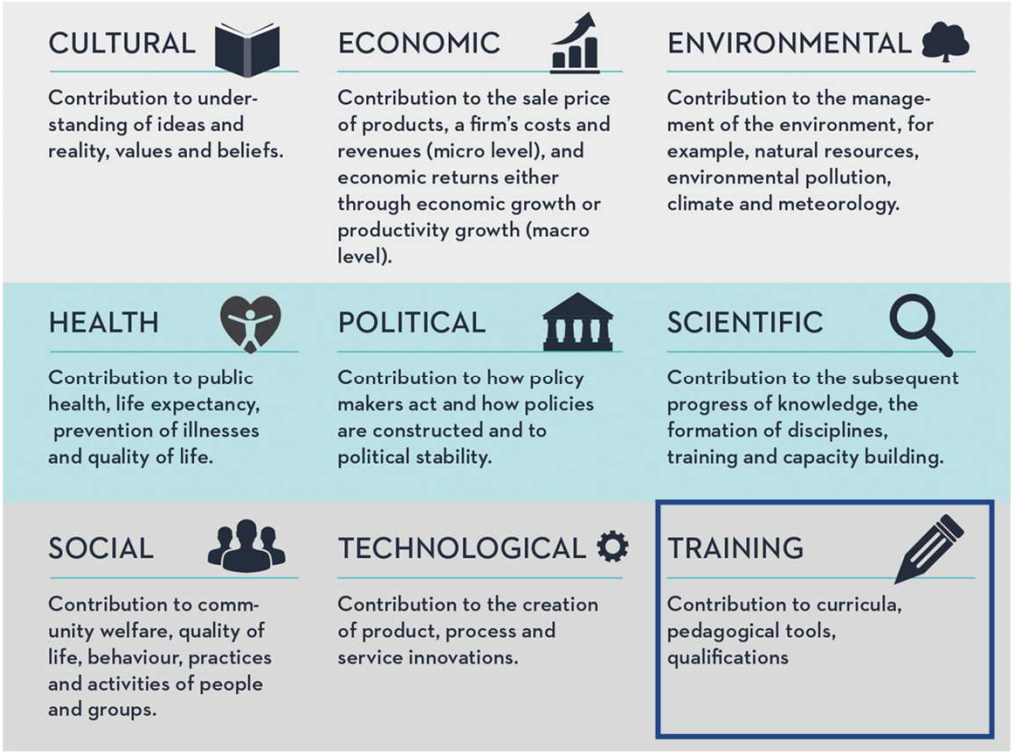
Patents: Brevetti e altre domande di proprietà intellettuale e concessione di sovvenzioni per il supporto alla commercializzazione per sviluppare prodotti o servizi

License agreements: Accordi generati a seguito di spin-off o collaborazioni; formali

Partnerships tra ricercatori e soggetti interessati nella ricerca

Service: Qualità, efficienza o produttività di un servizio

L'impatto nei diversi contesti



European Science Foundation Impact Classifications

Training

Capacity building

Skills: Formazione, addestramento e miglioramento delle competenze dei lavoratori attuali e futuri per i servizi pubblici, industriali e accademici;

Educational curricula: Miglioramento della pertinenza dei programmi educativi a tutti i livelli

Research experience: Maggiore numero di lauree avanzate e esperienze di ricerca ottenute dal personale di ricerca;

Funding: Aumento dei finanziamenti ottenuti grazie al numero e al livello di ricercatori altamente qualificati;

R&D: Progetti spin-off sviluppati e ulteriori finanziamenti per la ricerca ottenuti; Sviluppo e utilizzo di nuove tecniche di ricerca

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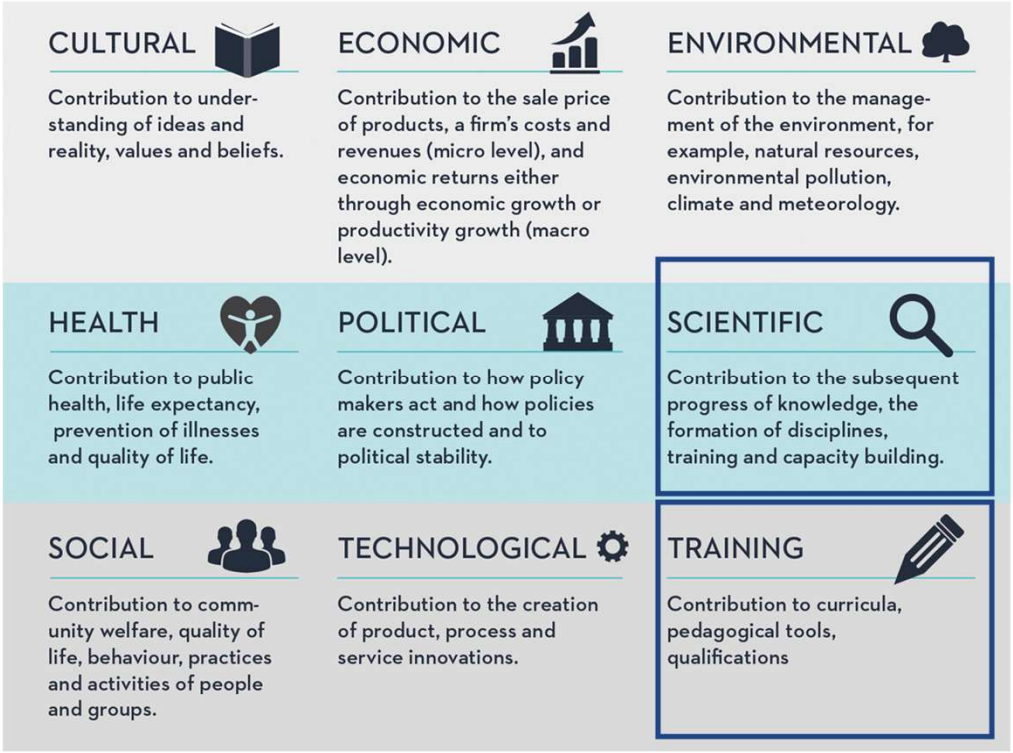
L'impatto nei diversi contesti



European Science Foundation Impact Classifications

Scientific + Training

Internationalization

Successo dei ricercatori e delle entità pertinenti nell'ottenere **finanziamenti per la ricerca a livello internazionale**, ad esempio attraverso i programmi quadro dell'UE;

Attrarre e trattenere di **talenti** internazionali;

Nuove connessioni con **esperti internazionali** che forniscono accesso a conoscenze all'avanguardia, idee e pubblici;

Leva dei finanziamenti internazionali attraverso la **ricerca industriale e collaborativa** ;

Nuove collaborazioni nazionali/internazionali o **partnership strategiche**

Contributo alle **relazioni internazionali** e al profilo e alla reputazione internazionale dell'UE;

Sustainable Development Goals (SDGs)

Nel 2015, i leader mondiali hanno aperto la strada per una società più sostenibile a livello globale adottando l'Agenda 2030 per lo Sviluppo Sostenibile. L'Agenda include 17 Obiettivi di Sviluppo Sostenibile (SDG) per **porre fine alla povertà, combattere le disuguaglianze e le ingiustizie**, e affrontare il cambiamento climatico entro il 2030.

Sustainable Development Sviluppo che soddisfa i bisogni del presente senza compromettere la capacità delle future generazioni di soddisfare i propri bisogni, nel rispetto dei limiti fisici del pianeta.

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

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(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]

Il testo del template:

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.

- Essere specifici: fare riferimento agli effetti prodotti dal Progetto, non dalla ricerca nel campo specifico e in senso generico;
- Indicare i gruppi target che ne trarrebbero beneficio. Anche se i gruppi target sono menzionati in termini generali nel programma di lavoro, qui dovreste essere specifici, suddividendo i gruppi target in particolari gruppi di interesse o segmenti della società rilevanti per questo progetto;
- Gli outcomes and impacts del Progetto potrebbero essere:
  - **Scientifici:** contribuendo a specifici progressi nella ricercar, trasversale o specifica, creando nuova conoscenza, rafforzando attrezzature e strumenti scientifici, metodi, sistemi informatici (ovvero infrastrutture di ricerca), ecc.
  - **Economici/tecnologici:** portando sul mercato nuovi prodotti, servizi, processi aziendali, aumentando l'efficienza, diminuendo i costi, aumentando i profitti, contribuendo alla definizione degli standard, ecc.
  - **Sociali:** diminuendo le emissioni di gas climalteranti, diminuendo la mortalità, migliorando le politiche e i processi decisionali, sensibilizzando i consumatori, ecc.

KIPs

- Includere solo i risultati e gli impatti per i quali il progetto potrebbe apportare un contributo significativo e diretto. Evitare di descrivere collegamenti molto tenui con impatti più ampi.
- Includere qualsiasi potenziale risultato o impatto ambientale negativo del progetto, per esempio su larga scala (a livello commerciale). Se pertinente, spiegare come può essere gestito il potenziale danno.

Key Impact Pathways in Horizon Europe

I KIP sono indicatori che consentono:

- Tracciare lo stato di avanzamento del Programma nel suo insieme, secondo i suoi obiettivi
- Monitorare i progressi in qualsiasi momento (a breve termine, medio termine, lungo termine)

In questo processo, EC cerca di:

- Mostrare l'impatto dei finanziamenti per la ricerca e l'innovazione ai cittadini, ai legislatori e alle autorità di bilancio
- Monitorare meglio i risultati del programma attraverso il riferimento strutturato tra la fonte di finanziamento e le pubblicazioni, brevetti e IPR
- Conoscere chi sono i singoli ricercatori (ad esempio attraverso identificatori univoci)
- Utilizzare i dati disponibili attraverso collegamenti alle banche dati esistenti in modo da ridurre al minimo l'onere amministrativo dei beneficiari

Evidenziare i collegamenti tra il progetto e I KIP della Commissione

Key Impact Pathways

La Commissione Europea definisce l'impatto come effetti più ampi su:

Scienza: ad esempio, la trasformazione di un dominio scientifico attraverso l'adozione di nuove tecnologie, metodologie o conoscenze.

Società (incluso l'ambiente): ad esempio, un miglioramento della qualità della vita di un ampio gruppo di persone.

Economia: ad esempio, un cambiamento dell'economia attraverso il risparmio dei costi, un aumento della competitività commerciale o nuovi modelli di business.

Scientific impact

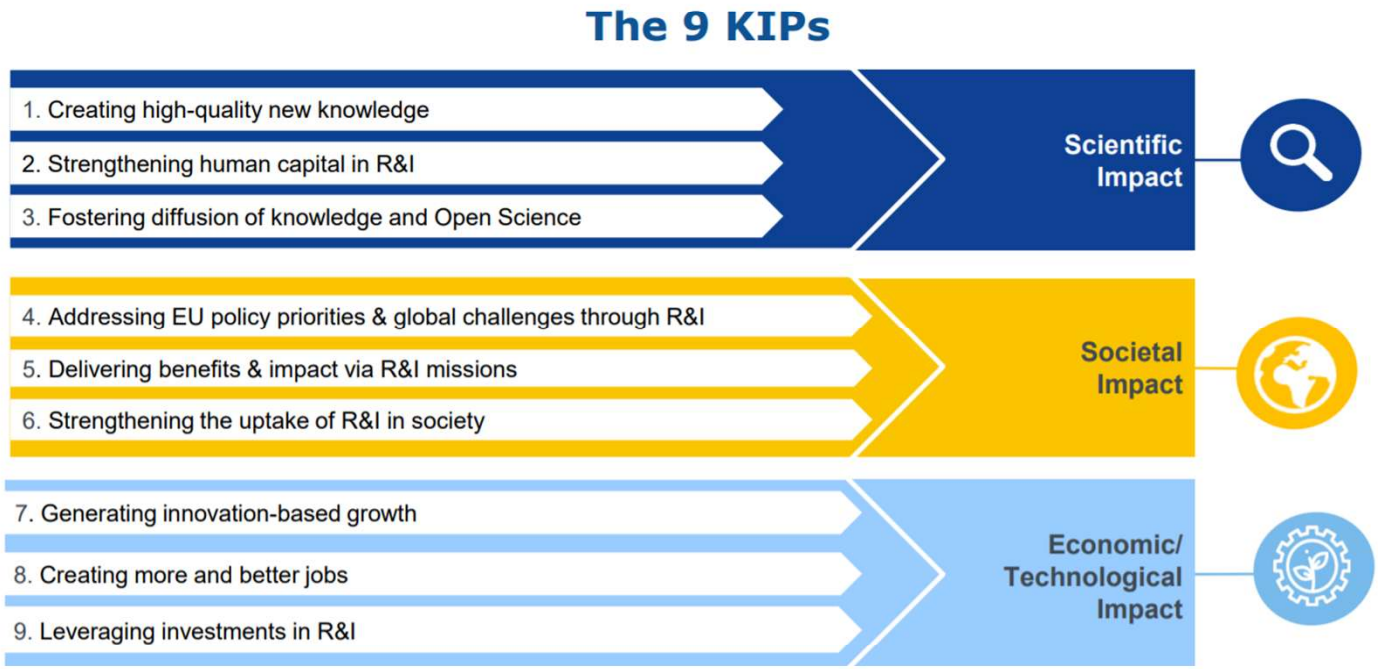
Promote scientific excellence, support the creation and diffusion of high-quality new fundamental and applied knowledge, skills, training and mobility of researchers, attract talent at all levels, and contribute to full engagement of Union's talent pool in actions supported under the Programme.

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

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'

THE 9 KIPs

Per ogni KIP sono fornite le tabelle esemplificative ed esplicative

Annex V – table 1

Towards scientific impact	Short-term	Medium-term	Longer-term
Creating high-quality new knowledge	Publications - Number of FP peer reviewed scientific publications	Citations - Field-Weighted Citation Index of FP peer reviewed publications	World-class science - Number and share of peer reviewed publications from FP projects that are core contribution to scientific fields
Strengthening human capital in R&I	Skills - Number of researchers involved in upskilling (training, mentoring/coaching, mobility and access to R&I infrastructures) activities in FP projects	Careers - Number and share of upskilled FP researchers with increased individual impact in their R&I field	Working conditions - Number and share of upskilled FP researchers with improved working conditions, including researchers' salaries
Fostering diffusion of knowledge and Open Science	Shared knowledge - Share of FP research outputs (open data/publication/ software etc.) shared through open knowledge infrastructures	Knowledge diffusion - Share of open access FP research outputs actively used/cited	New collaborations - 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	Outputs - Number and share of outputs aimed at addressing identified EU policy priorities and global challenges (including SDGs) (multidimensional: for each identified priority) Including: Number and share of climate-relevant outputs aimed at delivering on the EU's commitment under the Paris Agreement	Solutions - Number and share of innovations and research results addressing identified EU policy priorities and global challenges (including SDGs) (multidimensional: for each identified priority) Including: Number and share of climate-relevant innovations and research results delivering on EU's commitment under the Paris Agreement	Benefits - 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) 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)
Delivering benefits and impact through R&I missions	R&I mission outputs - Outputs in specific R&I Missions (multidimensional: for each identified mission)	R&I mission results - Results in specific R&I Missions (multidimensional: for each identified mission)	R&I mission targets met - Targets achieved in specific R&I missions (multidimensional: for each identified mission)
Strengthening the uptake of research and innovation in society	Co-creation - Number and share of FP projects where EU citizens and end-users contribute to the co-creation of R&I content	Engagement - Number and share of FP beneficiary entities with citizen and end-users engagement mechanisms after FP project	Societal R&I uptake - Uptake and outreach of FP co-created scientific results and innovative solutions

THE 9 KIPs

Annex V – table 3

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

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.

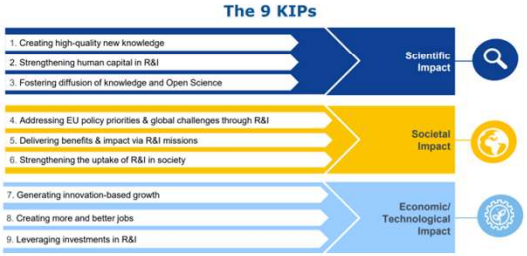
- **Indicator (short, medium, long-term)**

Typically As of YEAR 1+	Typically As of YEAR 3+	Typically As of YEAR 5+
Number of FP peer reviewed scientific publications	Field-Weighted Citation Index of FP peer reviewed publications	Number and share of peer reviewed publications from FP projects that are core contribution to scientific fields

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.

European Commission
Research and innovation

THE 9 KIPs



APRE

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(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.

Non si fa riferimento ai rischi critici inerenti alla gestione del progetto stesso, che dovrebbero essere descritti nella sezione «3. Attuazione»

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

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

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.

- 'Scale' si riferisce alla diffusione dei risultati e degli impatti. Ad esempio, in termini di dimensione del gruppo target, o di proporzione di quel gruppo, che dovrebbe trarne beneficio nel tempo;
- 'Significance' si riferisce all'importanza, o al valore, di tali benefici. Ad esempio, numero di anni di vita sana aggiuntivi; risparmio di efficienza nell'approvvigionamento energetico;
- Spiegare il punto di partenza, i parametri di riferimento e le ipotesi utilizzate per tali stime. Ove possibile, quantificare la stima degli effetti attesi dal progetto;
- Spiegare le ipotesi utilizzate, facendo riferimento a eventuali statistiche o studi pertinenti. Ove opportuno, provare a utilizzare un'unica metodologia per calcolare le stime: non metodologie diverse per ciascun partner, regione o paese;
- La stima deve riguardare solo questo progetto: l'effetto di altre iniziative non deve essere preso in considerazione

Impact: gli aspetti da prendere in considerazione

- **Credibilità** del percorso (pathway) per raggiungere i risultati attesi e gli impatti specificati nel programma di lavoro, nonché la probabile portata e significatività dei contributi dovuti al progetto;
- **Idoneità** e **qualità** delle misure per massimizzare i risultati e gli impatti attesi, come stabilito nel piano di diffusione e sfruttamento, comprese le attività di comunicazione

I risultati del progetto dovrebbero fornire un contributo ai risultati attesi stabiliti per l'argomento del programma di lavoro " work programme topic " nel medio termine e agli impatti attesi più ampi stabiliti nella "destination" a lungo termine.
In questa sezione è necessario mostrare come il progetto potrebbe contribuire ai risultati e agli impatti descritti nel programma di lavoro, la probabile portata e significato di questo contributo e le attività per massimizzare questi impatti.

Per riassumere

- L’impatto fa parte della proposta progettuale (paragrafo 2 del template)
- L’impatto è l’effetto delle attività di progetto nel campo di applicazione
- L'impatto è declinato in funzione delle varie discipline o aree, gruppi di aree, quindi si hanno varie tipologie di impatto
- L’impatto varia nel tempo e va oltre la fine del Progetto stesso: pathway
- L’impatto dipende dal topic del progetto

An example

Pathway to impact: Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project.

Results: any tangible or intangible effect of the action

2.1 Project's pathways towards impact

2.1.1 [redacted] contribution towards outcomes and wider impacts

Topics Expected outcome (SO1)	**Contribute to provide a basis for policy-makers and stakeholders for developing more informed RES policy and for analysing about the market dynamics when including all renewable energies.**
Key Impact Pathways	
[redacted] will support the wide uptake of FOWT via: a) more informed knowledge among policymakers; b) increased collaboration among policymakers, and other business and market actors and between countries; c) increased communication between technology developers and policy, public/private investors. Policy makers and public authorities more aware of the benefits of FOWT will contribute with their policies to higher investments in the field.	

Task	**Expected Results**	**Expected Outcomes**	**Expected Impacts**	**Target Groups**
1.1	D1.1 Analysis of policy and regulatory barriers and enablers	Increased knowledge of legal, institutional and political on FOWT among policy makers	Regulations more appropriate for FOWT installations in at least 5 European Countries	Public authorities in Labs countries

Outcome: 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.

Impact: 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.

APRE

Esempio

2.1.2 Wider impacts, specified in the destinations in the work programme and indication of the scale and significance of the project's contribution

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

The goal to achieve the climate objectives outlined in the European Green Deal cannot be reached only with new R&I development but it also needs new governance models with public administrations moving beyond traditional working methods to a more cross-cutting, integrated and stakeholder-driven way of working, fostering sustainable solutions to be applied. To achieve the potential of the blue bio-based economy, it will require the social engagement of all actors along the value chain to adopt innovative and sustainable best practices. In this context, [redacted] aims to achieve better informed decision-making processes, societal engagement and innovation by:

- engaging local communities of stakeholders in all the project activities, **KPI - WP2: Engagement of at least 500 stakeholders**.
- by developing new governance models, developed in a co-creational approach with all the regional stakeholders in the value chain, to support local and regional authorities in their informed decision-making processes (**KPI WP4 - D4.3**).
- by supporting innovative bio-based value chains to overcame barriers related to governance, business models and social innovation, thus unlocking the potential of the bioeconomy and allowing the shift to a more sustainable and resilient consumption, based on circular re-use of biomasses and natural resources.

More informed and engaged stakeholders and end users including primary producers and consumers thanks to effective platforms such as Agriculture Knowledge and Innovation Systems (AKIS)

Approaches to knowledge exchange, learning and innovation in agriculture are rapidly evolving. Nowadays, new

specified in the destinations in the work programme

Innovation Systems (AKIS) is used to describe the whole knowledge exchange system: the ways people and organisations interact within a country or a region. AKIS can include farming practice, businesses, authorities, research, etc. and can vary a lot, depending on the country or sector[18]. [redacted] will engage stakeholders through the following activities, that according to the brochure made available by EIP-AGRI with examples, tools and tips can be defined as AKIS[19]:

SDGs

Strengthened EU and international science-policy interfaces to achieve the Sustainable Development Goals (SDGs)

Algae represent a new source of renewable biomass for food and green products, and sustainable algae production has the advantage of achieving potentially high yields with minimum or no land and fertiliser requirements while enhancing biodiversity. Moreover, fishery waste stream could help to fight food waste by valorising it into a range of added value products. The potential of the bioeconomy is still hampered, by barriers in governance models not allowing stakeholders to benefit from the bioeconomy innovation. As reported above, new governance models are needed with public administrations moving beyond traditional working methods. [redacted] will do that by bringing together stakeholders from all the value chain (including researchers and policy makers) and supporting them to co-create innovative solution to overcome the barriers that do not allow the bio-economy to happen. [redacted] will strengthen EU and international science-policy interfaces, by advancing the role and impact of bio-based innovation to accelerate the transition from a linear fossil-based economy, which leads to overuse and depletion of natural resources, into a resource-efficient and circular bio-based system operating safely within planetary boundaries. This will allow [redacted] to achieve the **SDGs** as reported in the following section:

1. NO POVERTY- 8. DECENT WORK & ECONOMIC GROWTH: The project will directly support the opportunities to develop skilled jobs and small-scale establishments in the bioeconomy by successful pilot regions demonstration, development of best practice guidelines, a training programme for associations of producers, master and PhD students, novel and inclusive business models. **KPI (after the project end): at least 100 new jobs and a 10% increase in small-scale establishments** in the blue bio-based value chains. This is an estimate made by the partners, according to the network they will be able to bring in the project, the numbers of activities and participating stakeholders foreseen.

4. QUALITY EDUCATION: [redacted] will increase opportunities to develop skilled jobs and small-scale establishments in the bioeconomy through a well-defined training programme. **KPI-WP4:** training programme, 4 modules for 13 lessons for associations of producers, master and PhD students – **100-200 participants in total**.

5. GENDER EQUALITY: [redacted] will support the gender balance by taking measures to promote equal opportunities in the implementation of actions towards all the stakeholders involved in the project, including partners' organisations by: including the gender balance in the decision-making structure of the project, guaranteeing equal employment opportunities in partner organisations, promoting specific actions in order to engage woman in project activities (e.g. interviews, workshops, trainings).

11. SUSTAINABLE CITIES & COMMUNITIES: **KPI: 3 Regional pilot regions** (WP3-4) will be supported to enable the transition towards socially and environmentally responsible behaviour and to advance innovation at local scale.

12. RESPONSIBLE CONSUMPTION & PRODUCTION: **KPI:** BlueRev will support **3 pilot regions** (WP3-4) to improve their blue bio-based value chains towards more sustainable production and consumption, by involving **more than 500 stakeholders**.

13. CLIMATE ACTION: **KPI (after the project end): at the least 10% GHG emissions reduction** thanks to the adoption of the business, governance models and models for social innovation developed within the project, due to a sustainable and circular use of natural resources, promoted by [redacted] (see the next section). This is an estimate made by the partners, according to the network they will be able to bring in the project, the number of activities and participating stakeholders foreseen.

14. LIFE BELOW WATER: The [redacted] project will support the uptake of best practices in the blue bio-based sector, by significantly reducing the pressure on the resources of the European seas and protecting biodiversity. For example, **in fisheries and aquaculture about 35%[20] of the global harvest is either lost or wasted every year**, the up-take of new and sustainable solutions for the management of such material, by producing high value food products from aquatic biomass is expected to exploit this potential by reducing pressure on the marine ecosystem.

Un esempio

maintenance of the webGIS tool after the project are not convincingly evidenced.

Criterion 2 - Impact

Score: **4.50** (Threshold: 3/5.00 , Weight: -)

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

Overall, the proposal addresses the criterion very well. In particular:
- The pathways to achieving the expected outcomes and impacts specified in the work programme are realistic and convincing. The proposal appropriately targets 2 of the outcomes. For example, the proposed solutions realistically remove one of the barriers that will credibly lead to the wider adoption of RES via a data collection and pre-deployment assessment of floating offshore wind installations.
- The project results will convincingly contribute to the policy and regulatory barrier analysis, and the financial and market analysis. These results will convincingly provide feedback and knowledge to policymakers and other stakeholders to enable them to develop more informed policies and analyse the market dynamics.
- The measures identified in the dissemination plan, including communication activities, are suitable to maximise the expected outcomes and impacts of the proposed activities. The project appropriately identifies targets groups, both local and international, that are credibly linked to the different project objectives. The range of communication channels and activities is appropriate and credibly includes events and webinars, digital activities and media campaigns.
- The proposed solutions are credible and they will have a significant impact on the deployment of offshore wind energy in Europe by convincingly making available key information on this technology to an extended network of stakeholders. The proposal convincingly identifies the major potential barriers and the respective strategies to tackle these, such as stakeholders' engagement, access to finance and the policy and regulatory framework.

Nevertheless, a shortcoming is present, namely:
- A small number of the claimed outputs from the project are not sufficiently substantiated. For example, the expected 10% increase in cumulative investments in floating offshore wind technology by European stakeholders is not sufficiently substantiated.

Agenda

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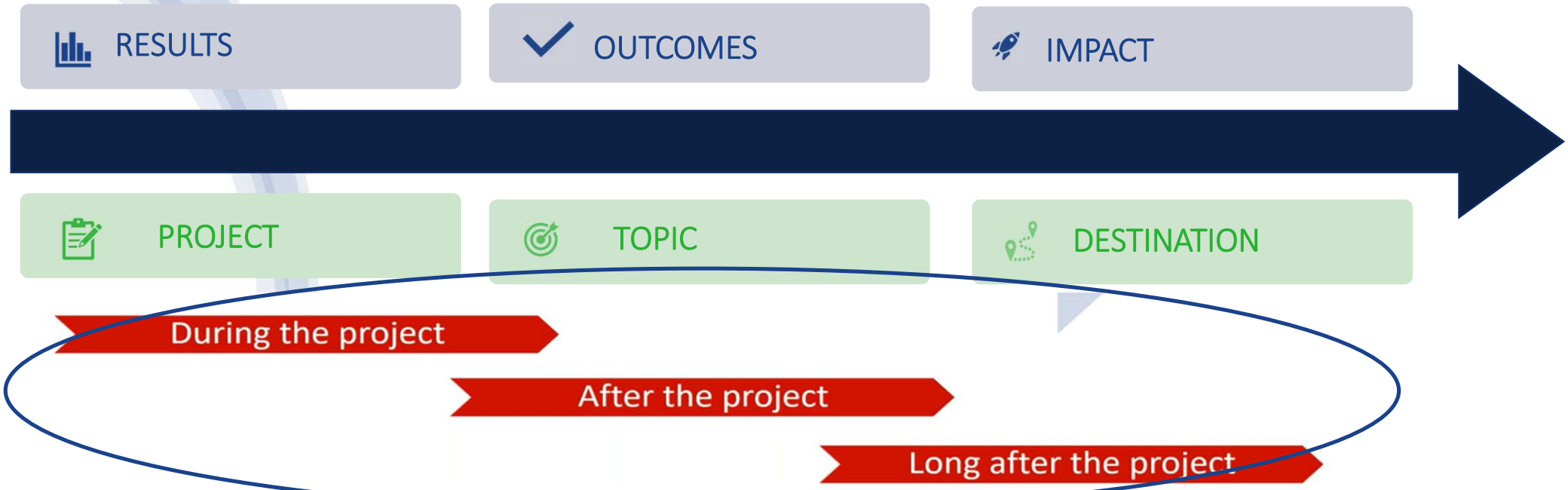
Un approccio per scrivere la proposta partendo da Expected Impacts
L'impact canvas nel template della proposta HE – par 2.3 del template

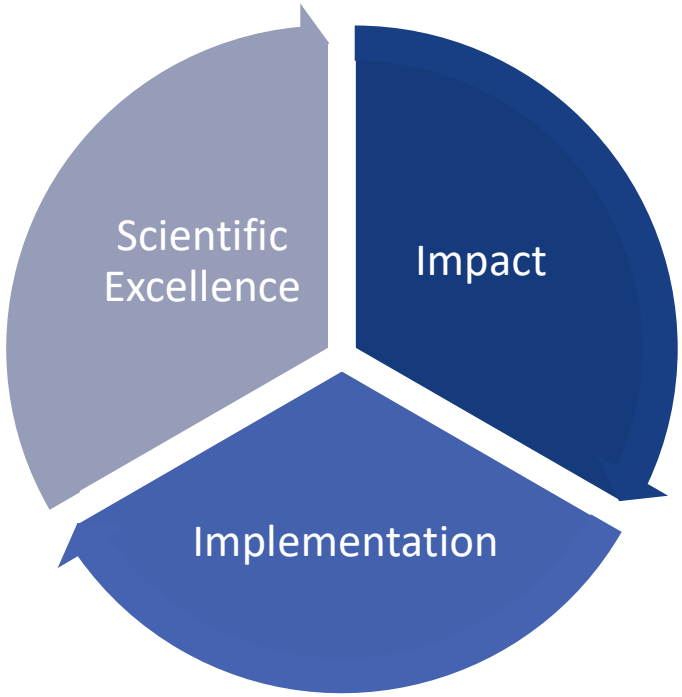
Impact Pathway



Impact & Innovation must be addressed in all parts of a proposal

..and all stages of the project – and beyond

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

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

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
- 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.

- Condizione di ammissibilità
- Nella proposta è un draft del '**plan for dissemination and exploitation including communication activities**'
- Deliverable obbligatorio entro I primi sei mesi di Progetto;
- Il piano va continuamente aggiornato;
- Le attività pianificate strategicamente: chi, come, dove e quando.
- Evidenziare come il piano varia nel tempo.

APRE

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

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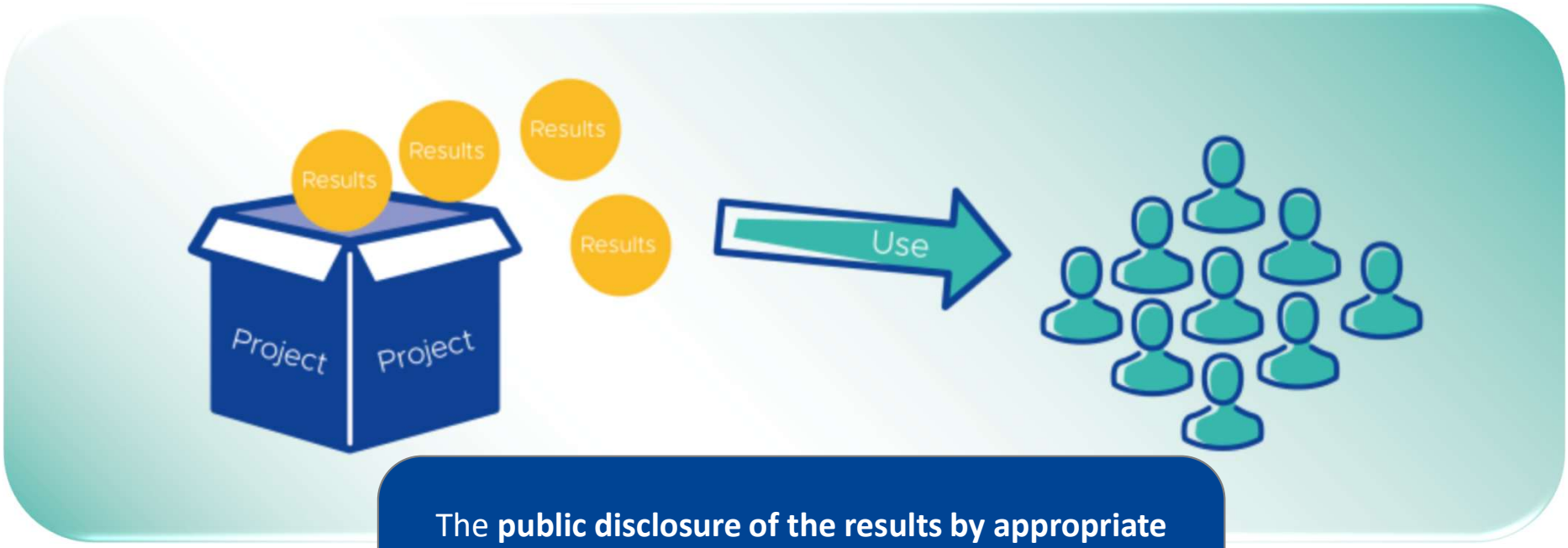
Do not fall into **THE GENIUS' TRAP!**

It is easy to exaggerate, even if for good reasons

Communication

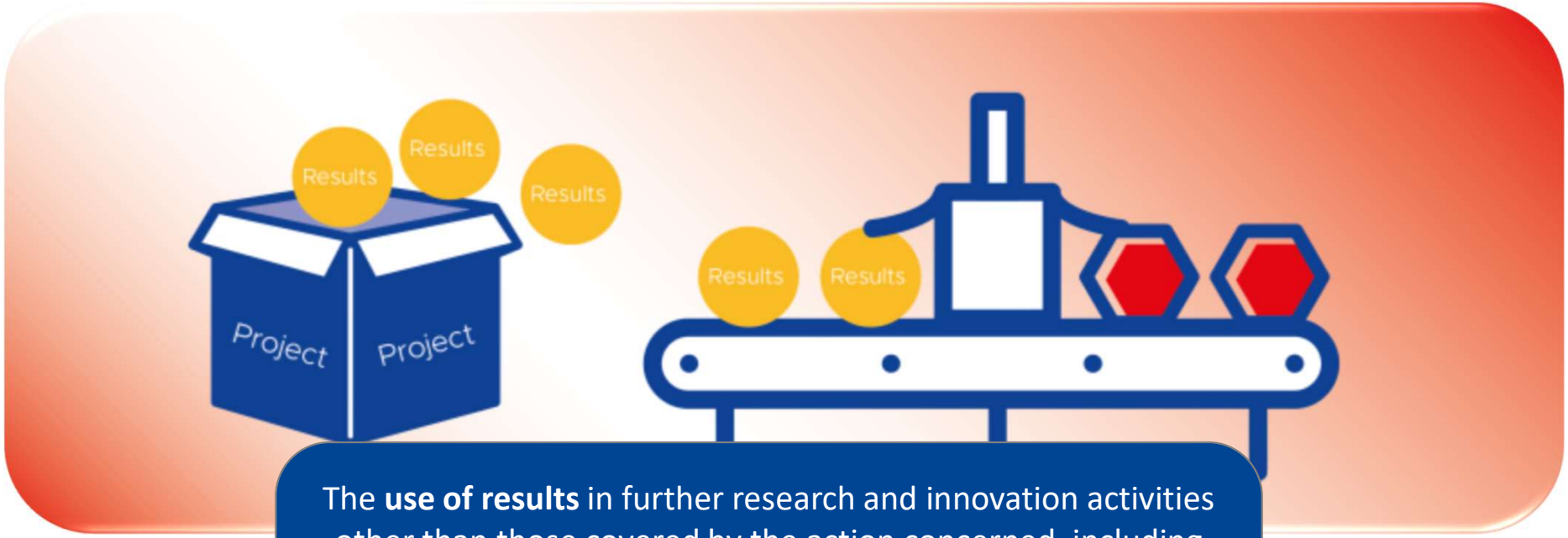
Communication measures should promote the project throughout the full lifespan of the project. The aim is **to inform and reach out to society and show the activities performed, and the use and the benefits the project** will have for citizens.

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.

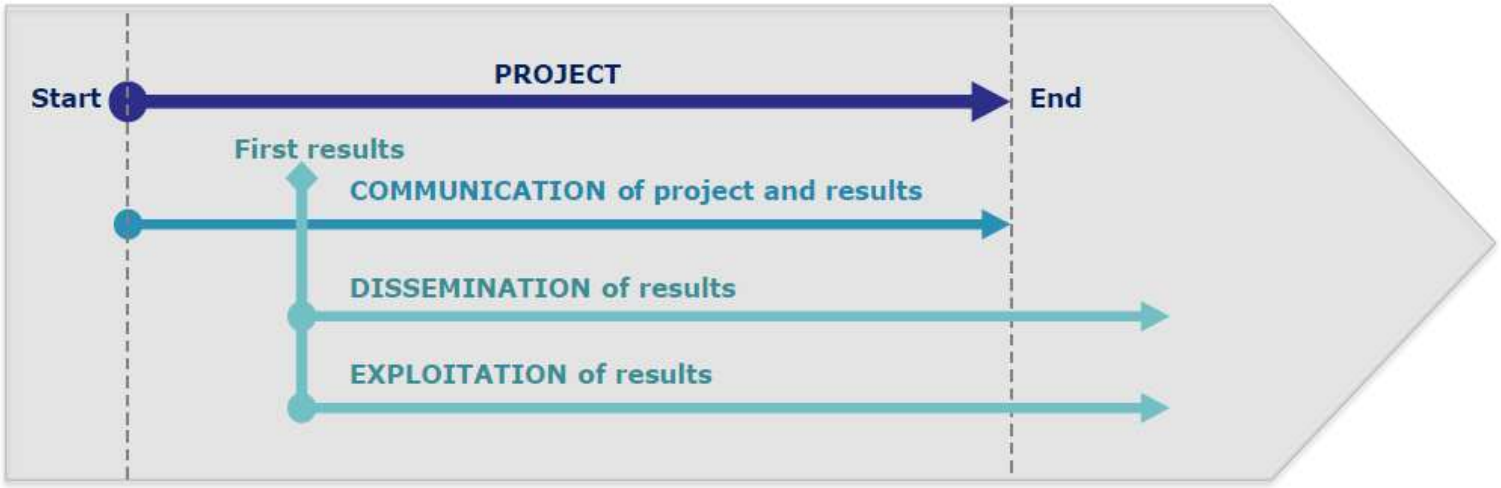
Exploitation



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.

Timing

La pianificazione strategica delle attività di comunicazione, divulgazione e sfruttamento inizia già prima del progetto, nella fase di proposta.



In a nutshell

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

COMMUNICATION	DISSEMINATION	EXPLOITATION	
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.	**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.	**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.	OBJECTIVE
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.	**Describe** and **ensure results available** for others to **USE or REUSE** ➞ focus on results only!	**Make concrete use/reuse** of research results (not restricted to commercial use.)	FOCUS
Multiple audiences beyond the project's own community incl. media and the broad public.	Audiences that may take an interest in the potential **USE/REUSE** of the results (e.g. scientific community, industrial partner, policymakers).	People/organisations including project partners themselves that make concrete use/reuse of the project results, as well as user groups outside the project.	TARGET AUDIENCE

Il piano per Comm&Diss&Expl

Coinvolgere tutto il consortium della proposta

Il **team di progetto** che mira a un progetto di successo nell'ambito di Horizon Europe deve riflettere e affrontare la comunicazione, la disseminazione e lo sfruttamento attraverso un **approccio integrato** che miri strategicamente a queste attività e che sia completamente integrato nel piano di lavoro del progetto.

Benefits☺ If strategy for effective Comm/Diss/Ex is in place	**Risks☹** If strategy for effective Comm/Diss/Ex is missing
Improve your proposal's chances of success.	**Lower prospects of success for your proposal.**
Increase the visibility of your research, enhance your reputation and help your efforts gain understanding and support (also financially), by presenting your work and its results not only to the scientific community, but also to potential industrial partners, policymakers and society at large.	**Recognition and reputation of your work remains limited** to a small circle of experts. Advancing your field of research has less traction.
Sharpen your profile within the scientific community and attract talented scientists/students for your own or partner institution(s).	**Needless duplication of your resources and spending of public funds** (i.e. limited "return on investment" of public R&I funding).
Tap into additional funding sources by explaining how your project successfully tackles current issues and challenges, and how this positively affects our daily lives (e.g. by creating new jobs, improving public knowledge, influencing a change in policy).	**Little awareness of the needs and significance of your research** on policy level, potentially resulting in limited public funding/investment.
Discover novel approaches and solutions by promoting the exchange of knowledge on all levels – cross-sectoral and interdisciplinary.	**Untapped potential** of your project results and data. New knowledge and insights, which could lead to whole new fields of application are lost.
Attract potential users of the project results – including business partners for commercial exploitation, but also other users such as reseachers, educators, policymakers, etc.	**Difficulties to find partners** who might take an interest in (commercially) exploiting your results, leading to missed opportunities for commercialisation of project results.
Help strengthen the research and innovation landscape in Europe by ensuring knowledge transfer, uptake and commercialisation of novel technologies and results by industry, decision makers and the scientific community.	Europe's **full innovation potential remains untapped.**
Spread knowledge and allow that knowledge to be built upon by making your project results openly available and searchable under fair conditions.	**Uphold barriers** that prevent others from gaining access to research publications and data they can check and re-use.

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

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

Il template:

b) 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.*

- Consortium agreement - CA per gestire la proprietà e l'accesso a conoscenze chiave
- Sottolineare come perseguire le opportunità di mercato che sorgono dal progetto.
- Indicare il/i proprietario/i dei risultati (elenco dei proprietari dei risultati) nel rapporto periodico finale.

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.

From Art.17 - EU Grants: HE MGA — Multi & Mono: V1.0 DRAFT – 25.02.2021

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FOCUS

Il piano della Comunicazione, Disseminazione, Sfruttamento risultati

COMMUNICATION	DISSEMINATION	EXPLOITATION
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OBJECTIVE

FOCUS

TARGET AUDIENCE

Il piano per Comm&Diss&Expl

=>

Attività di Disseminazione e Sfruttamento (D&E) pianificate per massimizzare l'impatto dei progetti

- proporzionate alla scala del progetto
- con azioni concrete (ad es. gestione degli stakeholder, azioni commerciali e di mercato, standardizzazione, spin-off, ecc.) da implementare sia durante che dopo la conclusione del progetto
- pianificate secondo una tempistica provvisoria sul raggiungimento dei risultati/impatto sia durante che dopo il progetto

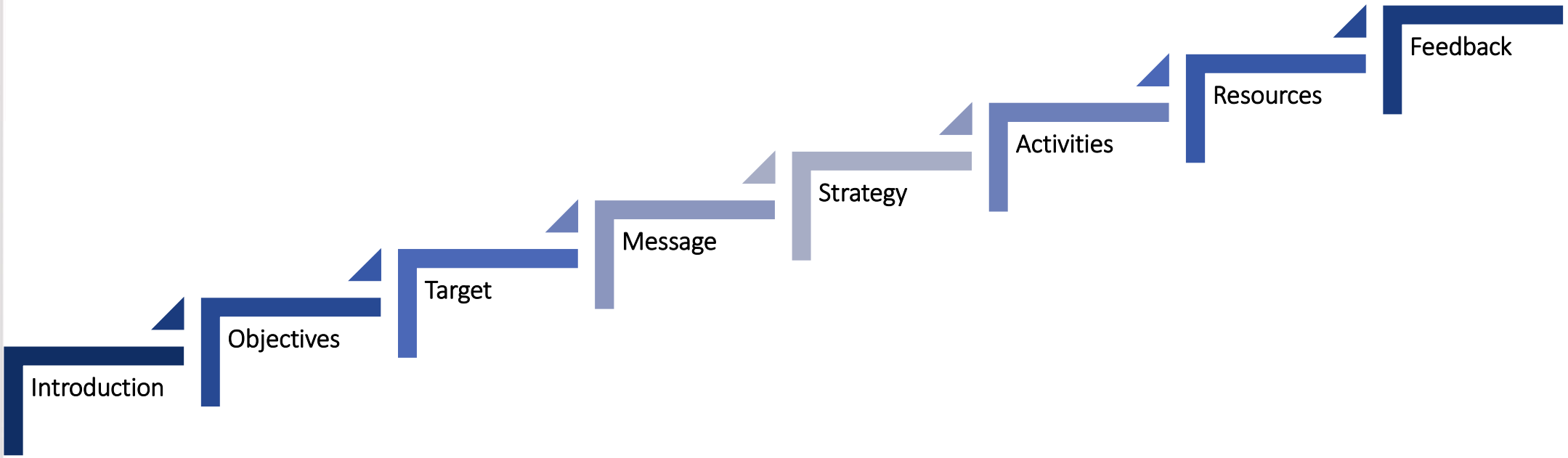
Target group *(e.g. comunità scientifica, utenti finali, attori finanziari, pubblico in generale)*

- Qual è il canale proposto per interagire con il gruppo target?
- Qual è la funzione del gruppo target proposto? Come contribuisce alla massimizzazione dell'impatto?

Pianificare Follow-up per favorire lo sfruttamento/l'adozione dei risultati

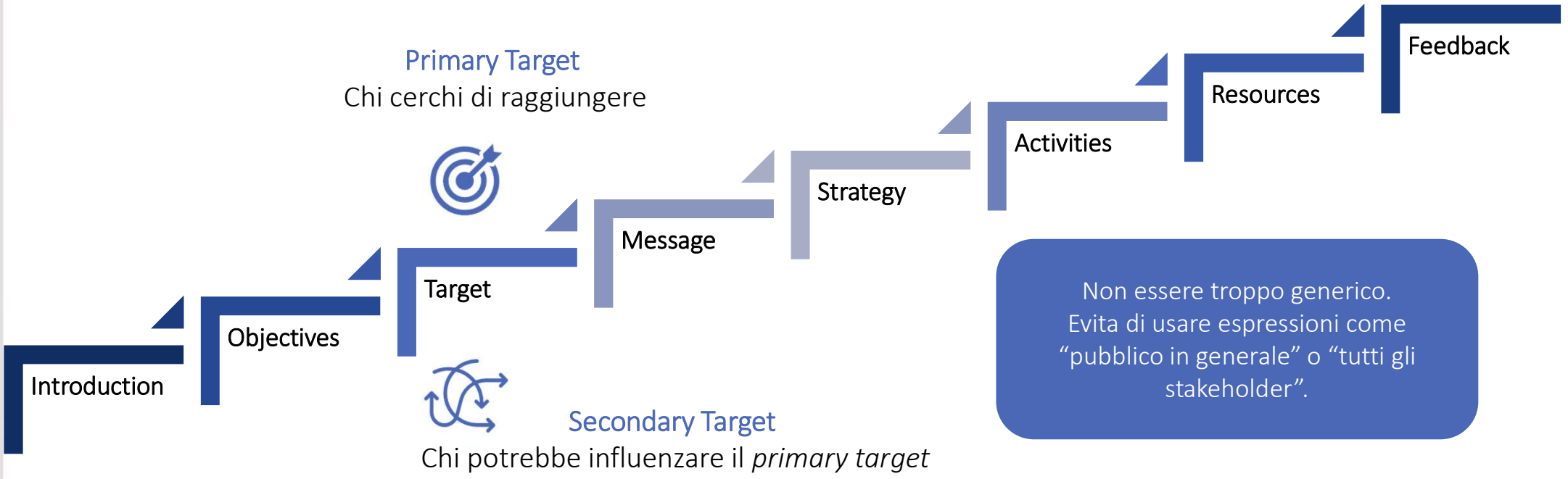
Policy feedback measures per contribuire alla definizione delle politiche e sostenere l'implementazione di nuove iniziative e decisioni politiche

Il piano per Comm&Diss&Expl



Il piano per Comm&Diss&Expl

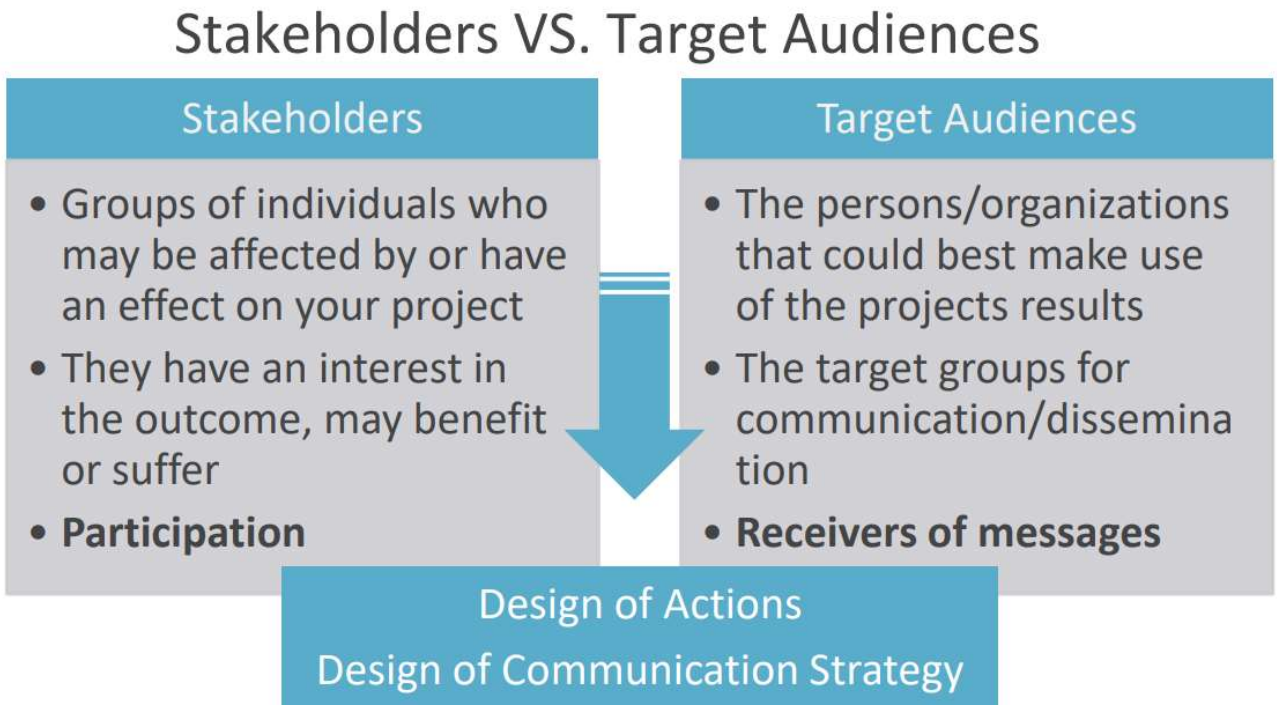
Target



Stakeholders & Target Audience

Target group – the receivers of a message

Stakeholders – groups or individuals who are impacted by the decision and actions of an organization



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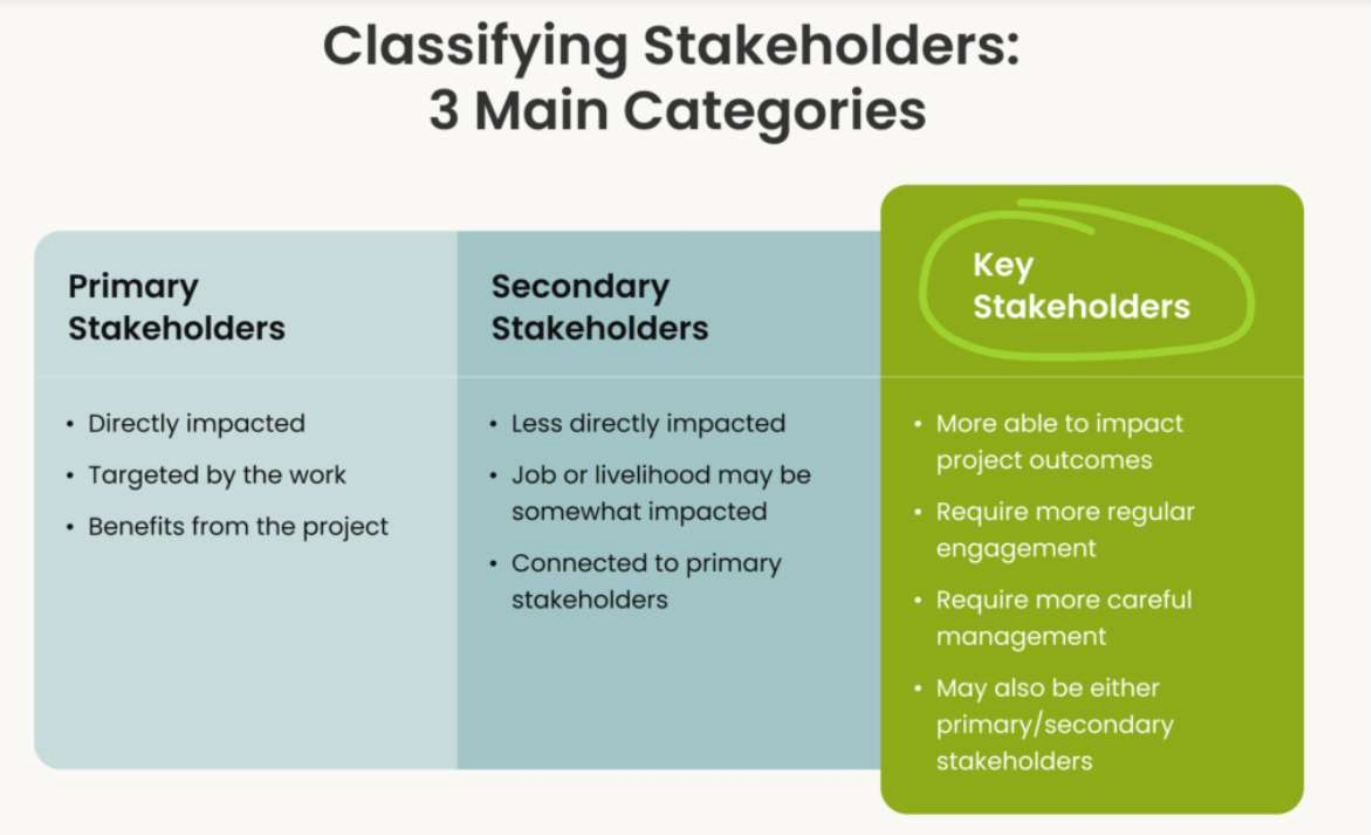
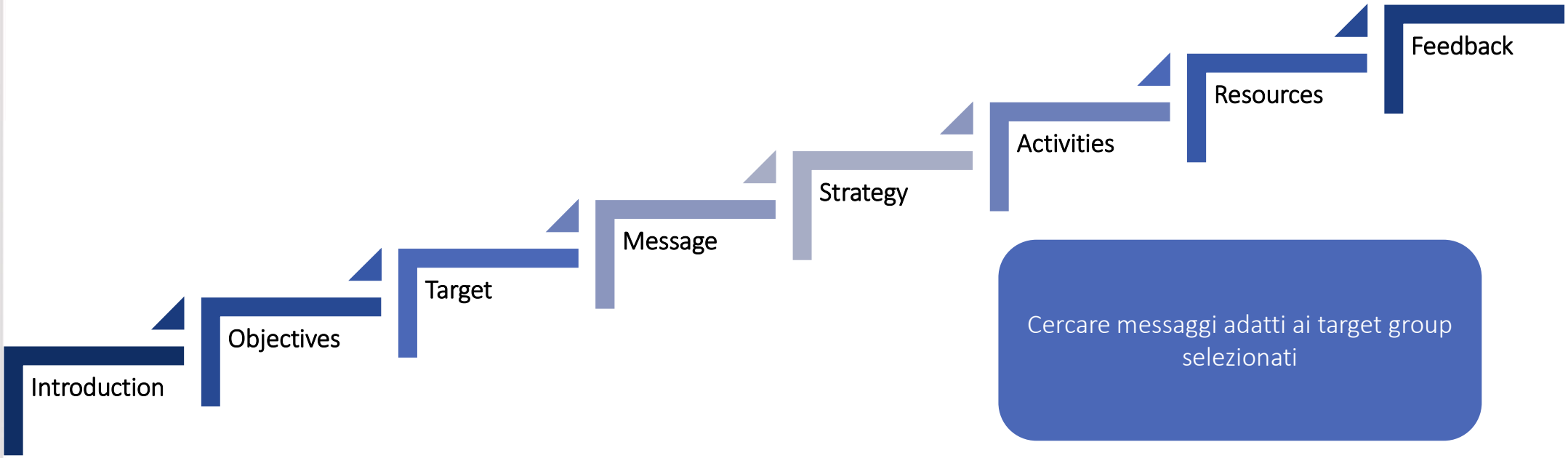


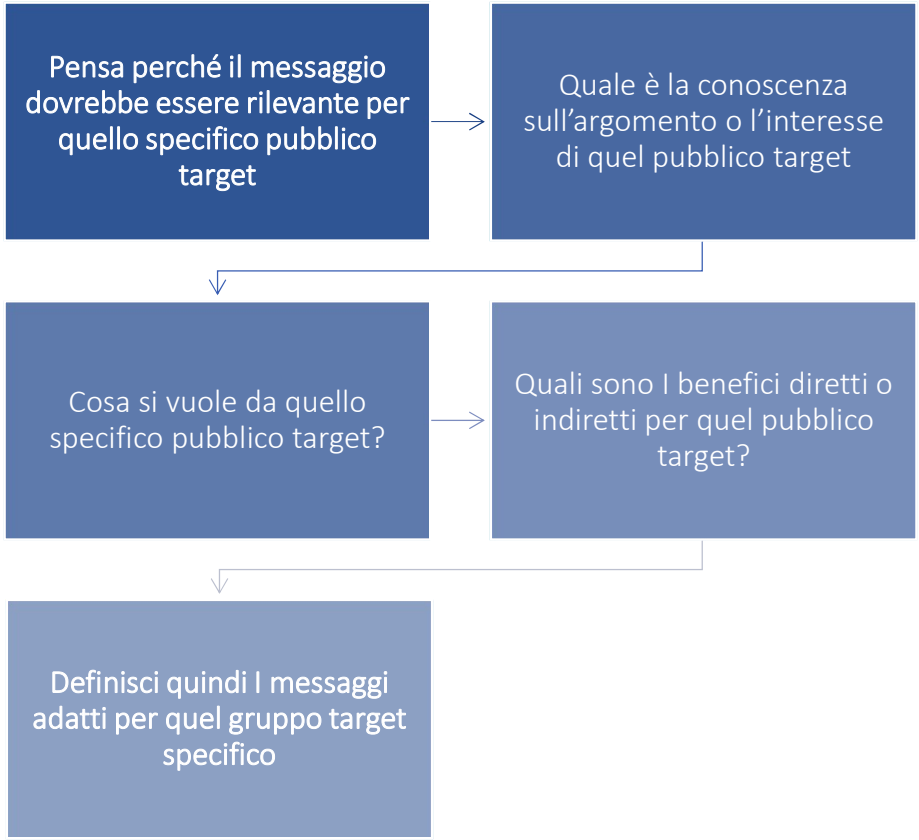
Il piano per Comm&Diss&Expl

Message



Il piano per Comm&Diss&Expl

Message

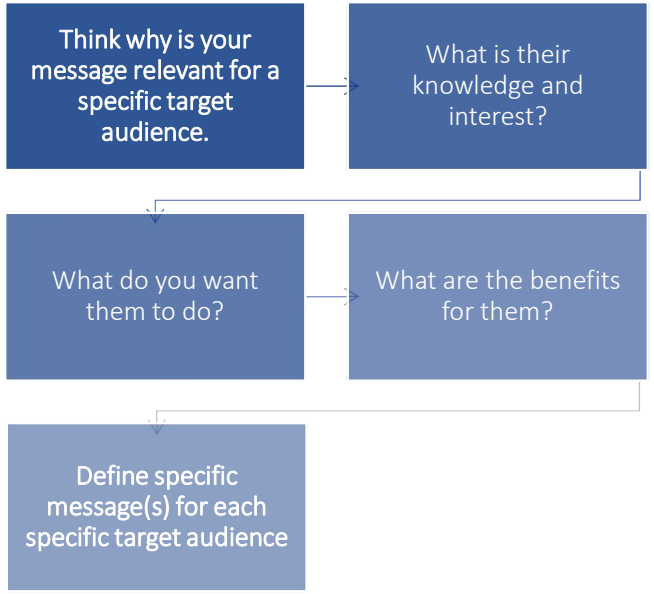


Il piano per Comm&Diss&Expl

Message

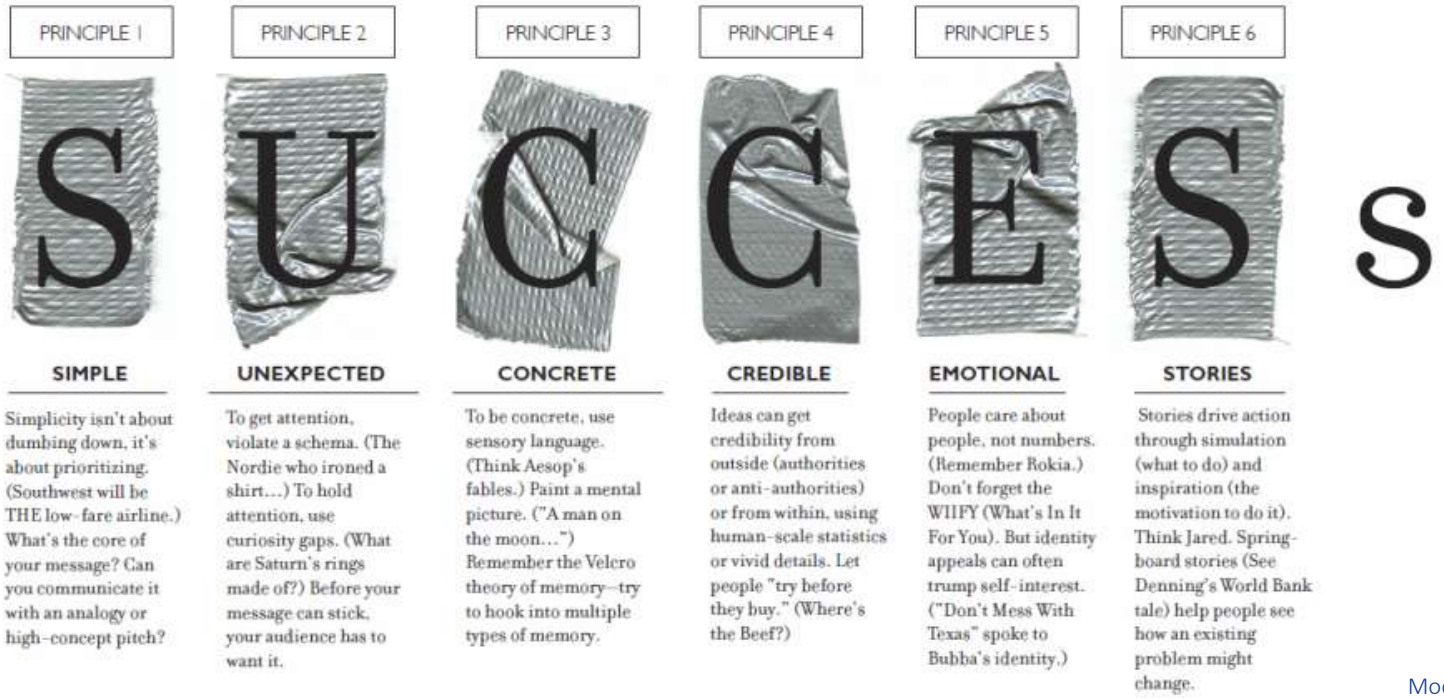
Esempio: progetto sulla conservazione ambientale

Target Audience	Perché	Conoscenza - interesse	Cosa si vuole da loro?	Quali sono i loro benefici?	Elementi principali del messaggio	Come?
NGOs	Partner potenziali molto attivi e influenti	Medio/alta – conservazione ambientale	Sostenere pubblicamente il progetto e promuoverlo	Accesso a maggiore conoscenza per sostenere le loro campagne	X% acqua risparmiata X% emissioni di CO_2 ridotte	Richiedere un incontro introduttivo per presentare la partnership
bambini 8-12 anni	Influenti con la famiglia	Limitata – alta per proteggere il future del pianeta	Comprendere l'importanza del progetto e diventare futuri ambasciatori	Modo divertente per apprendere e partecipare nelle scuole	Il pianeta in pericolo ha bisogno di supereroi per salvarlo	Collaborare con le scuole nelle aree XYZ con un programma di educazione ludica divertente



The Communication, Dissemination and Exploitation Plan

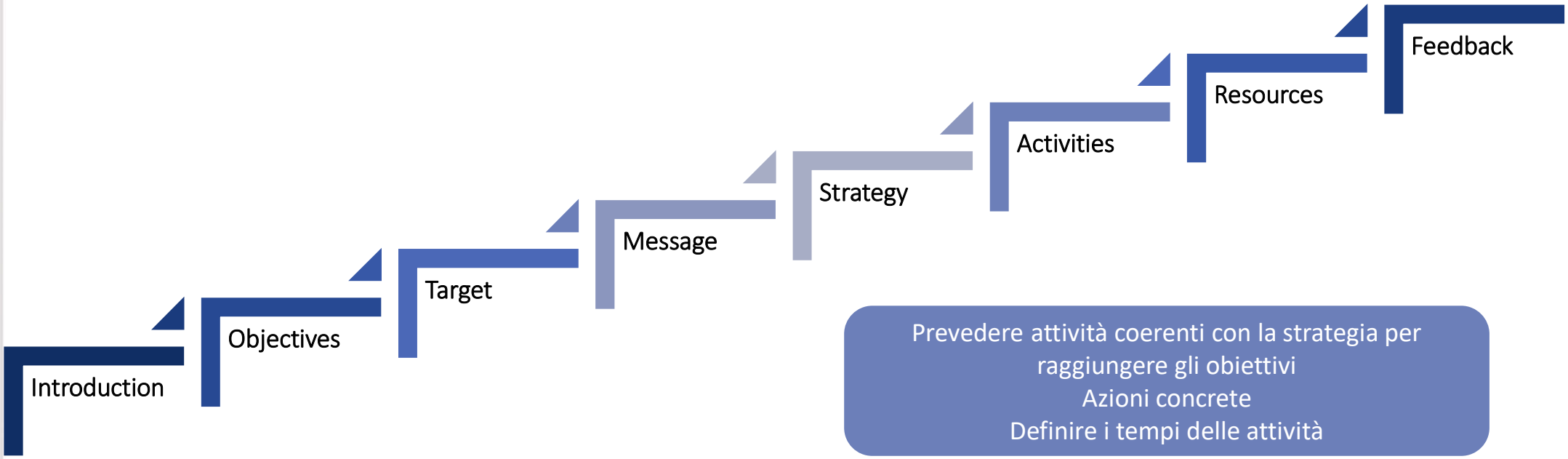
Message



Modello Made to Stick di Dan e Chip Heath

Il piano per Comm&Diss&Expl

Activities



Prevedere attività coerenti con la strategia per raggiungere gli obiettivi
Azioni concrete
Definire i tempi delle attività

Il piano per Comm&Diss&Expl

Activities

Audiovisual	Creation	Digital	Face-to-face	Print
• Podcast • Videos • Training material • Infographics	• Spin-off • Start-up • Patent • Further research • Standards • Thesis • Open license/ copyright • Service • Societal activity • Policy change	• Sharing results on online repository • Website • Social Media • Blogs • Newsletters	• Trainings • Demonstration • Consultations • Workshops/Meetings • Brokerage events • Focus groups • Conferences • Site Visits	• Scientific Publications • Press release • Policy Brief/Roadmap • Reports • Brochures/Factsheet

Online presence ≠ Outreach & Impact

Il piano per Comm&Diss&Expl

Activities

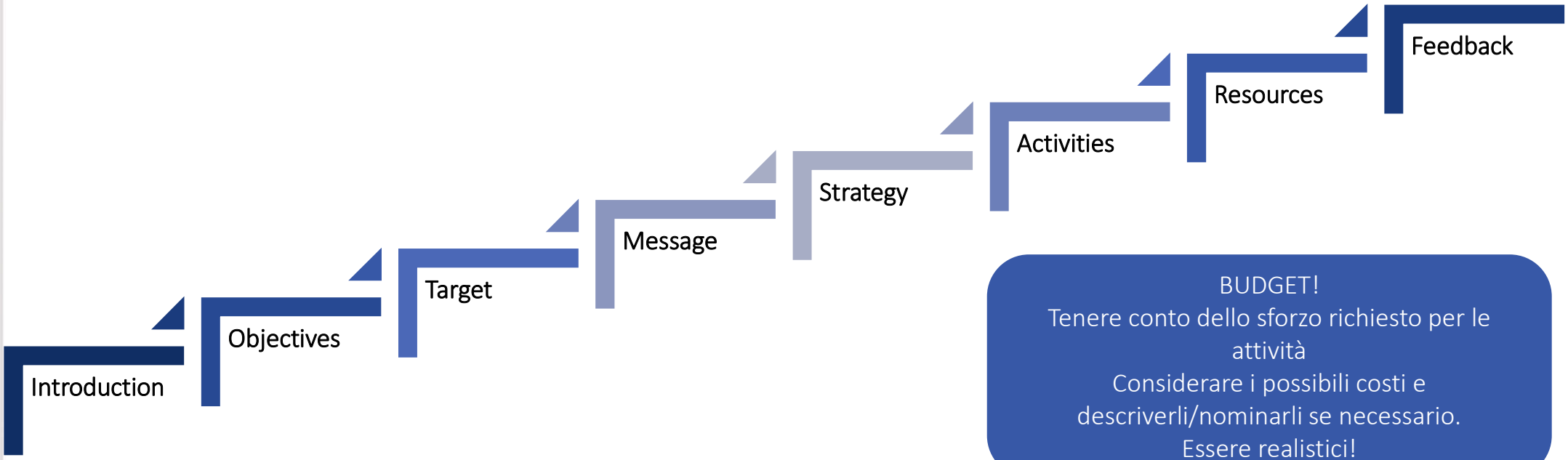
Prevedere e descrivere attività con altri progetti o enti esterni al consorzio

- **Network**: Fai buon uso dei collegamenti nel tuo consorzio e nelle reti esistenti.
- **Synergy**: Identifica sinergie, sovrapposizioni e potenziali aree di collaborazione (ad esempio strumenti e metodologie, casi studio, attività di sensibilizzazione).
- **Cluster**: Aggregati con altri per costruire un pacchetto credibile (per le politiche, gli investitori, la comunità di ricerca, ecc.).

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

Il piano per Comm&Diss&Expl

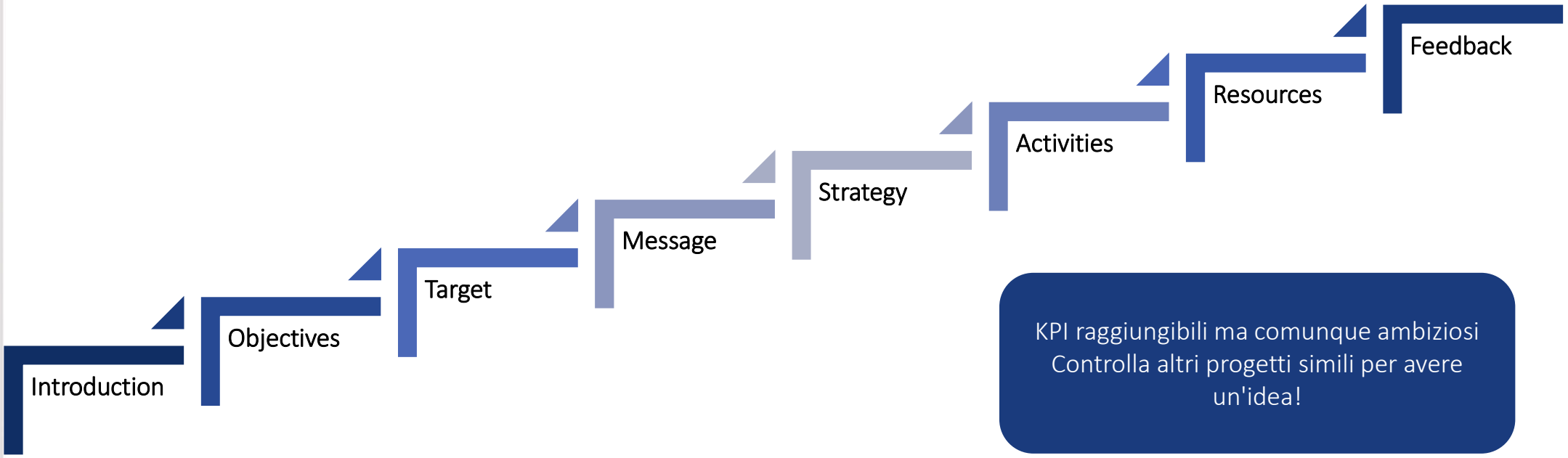
Resources



BUDGET!
Tenere conto dello sforzo richiesto per le attività
Considerare i possibili costi e descriverli/nominarli se necessario.
Essere realistici!

Il piano per Comm&Diss&Expl

Feedback



KPI raggiungibili ma comunque ambiziosi
Controlla altri progetti simili per avere un'idea!

APRE

Il piano per Comm&Diss&Expl

<=

Feedback

- Hai pianificato un follow-up sull'impatto delle attività?
- Pensa a KPI basati su obiettivi SMART.
- Non confondere il numero delle attività svolte con la loro portata o impatto.

Planned Activities	KPI (target)	KPI (outreach)	KPI (impact)
Policy Workshop	1 workshop at M30	10 MS policy makers 5 EU policy makers	2 references in national/EU legislation 75% satisfaction level
Website	1 website with 5 sections at M6	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 by the end of the project	100 citations	4 new PhD students
Press Release	2 press-releases by the end of the project	5 media outlets write about the results of the project 10000 readers	500 new visits to website

Esempio

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).

Esempio

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* [redacted] *training*

Esempio

Activities, tools, timing and KPIs

Communication activities

	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

Dissemination activities

	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 on wards	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 on wards	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 on wards	At least 200 downloads from the website repository At least 100 hand-deliveries. At least 4 events where the document will be presented

APRE

Esempio

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)		
[redacted] **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 [redacted] platform to make available in a transparent, readily available, user-friendly and visual-attractive way all [redacted] 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 [redacted] outcomes "Actionable" for the stakeholders will be produced. Examples with related timings are provided. From T1.1 and T1.3: Infographic "Available learning opportunities on Open and Responsible Research and Innovation" (M12); From T2.1: Factsheet [redacted] Training modules" (M16); From T2.2: Promotional banner and video "The [redacted] Platform" (M12); From T3.2: Factsheet "Insights from [redacted] Training pilots" (M30); From T4.1: Infographic "EU and national initiatives and policies in trainings for open science and RRI practices" (M13): From T4.2: Booklet "RRI Policy briefs" (M42). **KPIs**: >1 scientific publication, #2 factsheets, #2 infographics, #1 booklet, #1 video		

Key Performance Indicators (KPIs)

APRE

Key Performance Indicators (KPIs)

Indicatori chiave di prestazione (KPI):

I KPI sono valori specifici e misurabili utilizzati per tracciare e valutare l'efficacia del progetto nel raggiungimento dei suoi obiettivi. Aiutano a monitorare i progressi verso gli impatti scientifici, sociali ed economici.

- **Monitoraggio dei progressi:** I KPI aiutano a misurare il successo nel raggiungimento degli obiettivi.
- **Valutazione dell'impatto:** I KPI valutano l'impatto del programma sulla società, l'economia e l'ambiente. Ad esempio, possono tracciare il numero di pubblicazioni scientifiche, la creazione di nuovi posti di lavoro o i progressi verso gli obiettivi climatici.
- **Gestione e miglioramento:** Fornendo dati sulle prestazioni, i KPI consentono ai responsabili del programma di prendere decisioni informate e migliorare l'efficacia del programma nel tempo.

KPI basati su obiettivi SMART: Assicurati che gli obiettivi siano **Specifici, Misurabili, Realizzabili, Rilevanti e con una Scadenza temporale**. Sviluppa KPI chiari che si allineino direttamente con ciascun obiettivo e monitora regolarmente i progressi. Promuovi una comunicazione aperta e una collaborazione tra i membri del team per garantire allineamento e responsabilità.

Key Performance Indicators (KPIs)

Esempi di KPI per Horizon Europe:

- **Eccellenza scientifica:** Numero di pubblicazioni su riviste di alto impatto, citazioni e partecipazione a collaborazioni internazionali, entro il mese XX.
- **Impatto sull'innovazione:** Numero di brevetti depositati, startup create e investimenti privati attratti entro la fine del progetto.
- **Impatto sociale:** Progressi sulle missioni (ad es., tassi di sopravvivenza al cancro, città che raggiungono la neutralità climatica) e contributi agli Obiettivi di Sviluppo Sostenibile (SDGs).

In generale, i KPI sono strumenti fondamentali per valutare e guidare l'implementazione di Horizon Europe, garantendo che raggiunga i suoi ambiziosi obiettivi di ricerca e innovazione.

Key Exploitable Results (KERs)

Un **Risultato Chiave Sfruttabile** (Key Exploitable Result -KER) è un risultato principale identificato e selezionato in quanto prioritario per il suo alto potenziale di essere "sfruttato" – ovvero utilizzato e trarne benefici – a valle della catena del valore di un prodotto, processo o soluzione, oppure come input importante per politiche, ulteriori ricerche o educazione.

Per selezionare e dare priorità ai risultati, consigliamo di utilizzare i seguenti criteri:

- grado di innovazione,
- sfruttabilità e
- impatto

Esempio

EXPLOITABLE ASSETS	
Tools, contents and recommendations	**Target: ALL Stakeholders**
[redacted] assets will be identified in D5.7 and D5.8 (M6-36) to facilitate exploitation and adoption by the stakeholders involved in the project and beyond. The task 5.4 leader will identify, if any, possibility to ensure sustainability of any of the activities and results of [redacted]. The replicability in other countries outside the partnership (Labs) will be sought through the Replicability Plan developed in Task 4.4. [redacted] assets will be made available in the project website (open access tools). **KPIs: #3 videos, #1 Booklet on [redacted] Recommendations, #2 webinars, #1 [redacted] webGIS, #1 factsheet of the Action Plan for public acceptance, #1 stakeholder database**	

Agenda

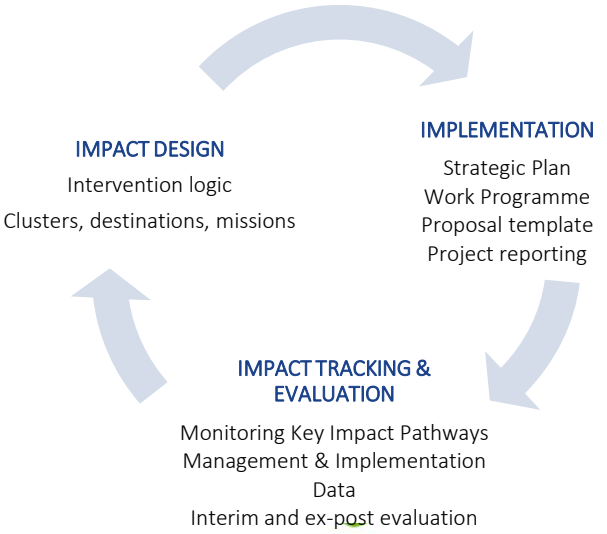
Argomento
Impatto in Horizon Europe: l'impact pathway
Overview e definizione impatto
L'impatto nel template della proposta HE – par 2.1 del template
Strumenti per massimizzare l'impatto – par 2.2 del template
Comunicazione, Disseminazione e Sfruttamento dei risultati – CDE Plan and activities
Un approccio per scrivere la proposta partendo da Expected Impacts
L'impact canvas nel template della proposta HE – par 2.3 del template

7 suggerimenti

Ricorda le basi

Non limitare l'impatto alla sezione dedicata. Dimostra che l'impatto deve essere integrato in tutte le parti della proposta, come la metodologia, lo stato dell'arte, le attività, il budget.

- Align your impact goals with the Commission's
- Set clear impact goals
- Identify and involve key stakeholders
- Understand dissemination, exploitation and communication
- Demonstrate sustainability and scalability
- Pay attention to intellectual property management



7 suggerimenti

- Remember the basics

- **Allinea i tuoi obiettivi a quelli della Commissione**

  Dedica del tempo a comprendere come è strutturato Horizon Europe, in modo da capire dove si inserisce la proposta nel quadro generale e da poter inserire i tuoi obiettivi di impatto con quelli delineati dalla Commissione nei diversi documenti.

- Set clear impact goals
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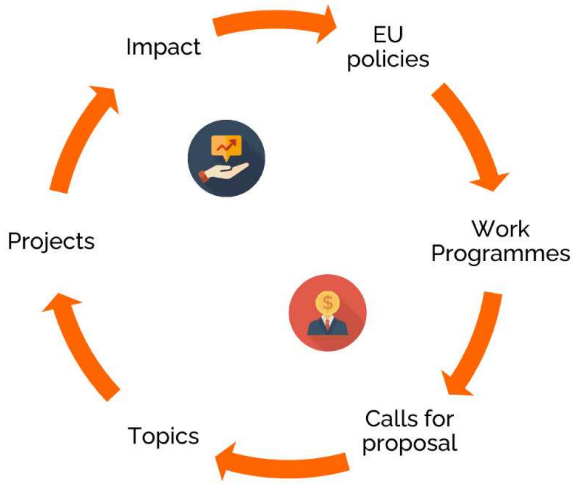

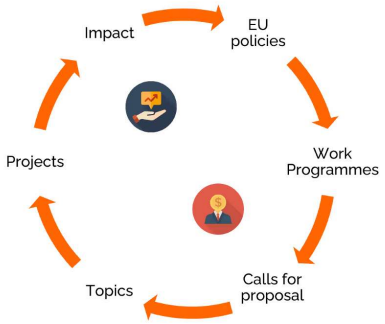

European Commission policy priorities

Strategic orientations and impact areas
e.g. "Creating a more resilient, inclusive and democratic European society"

Clusters
e.g., "Climate, Energy and Mobility"

Destinations
e.g. "Climate neutral, circular and digitised production"

Topics
i.e. Specific calls for proposals

Actions
e.g. RIA, IA, CSA, RI

Work programmes

Set out funding opportunities under Horizon Europe

Expected impacts (long-term)

Expected outcomes (medium-term)

Research projects

Pathways to impact

You are here!

Research Impact Toolkit

APRE

Nell’ ambito di ciò che chiede la EC, come il tuo progetto può contribuire a cambiare il mondo tra 10-20 anni?

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, sup
implementing Union policies, and support the uptake of innovative so
notably in SMEs, and society to address global challenges, inter alia th

Economic impact

Foster all forms of innovation, facilitate technological development, d
knowledge transfer, and strengthen deployment of innovative solutio

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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

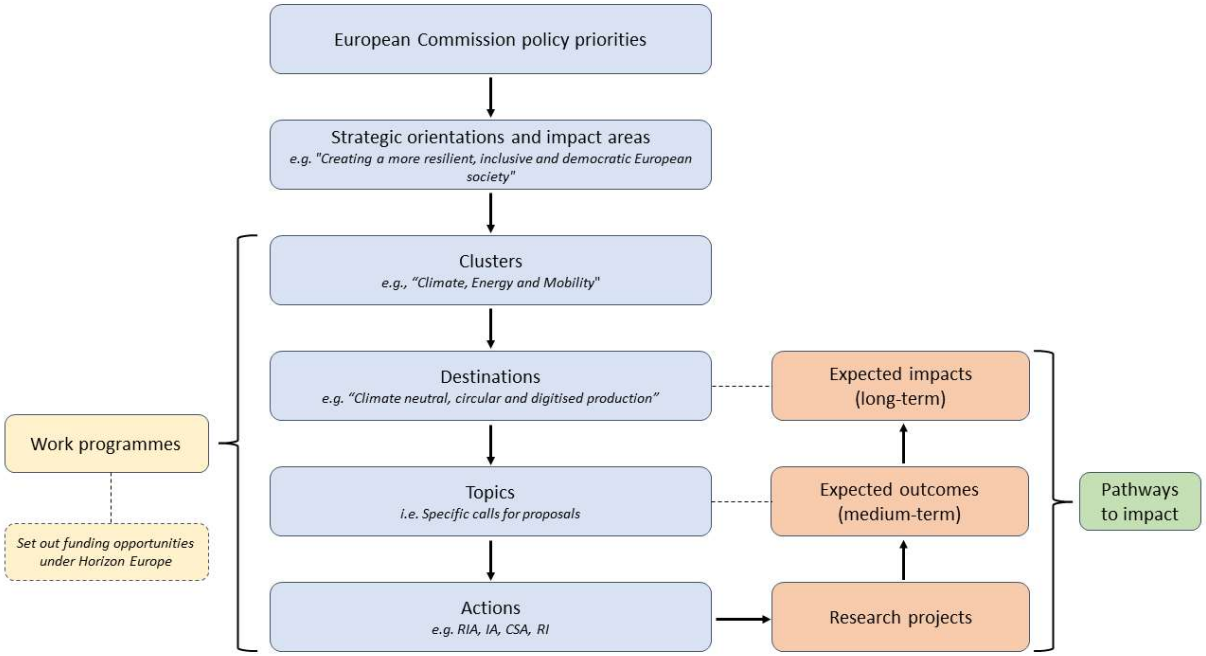
Generate knowledge, strengthen the impact of R&I in developing, supporting and implementing Union policies, and support the uptake of innovative solutions in industry, notably in SMEs, and society to address global challenges, inter alia the SDGs

Economic impact

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

Expected Impacts
- Scientific
- Societal
- Economic

Nell’ ambito di ciò che chiede la EC, come il tuo progetto può contribuire a cambiare il mondo tra 10-20 anni?

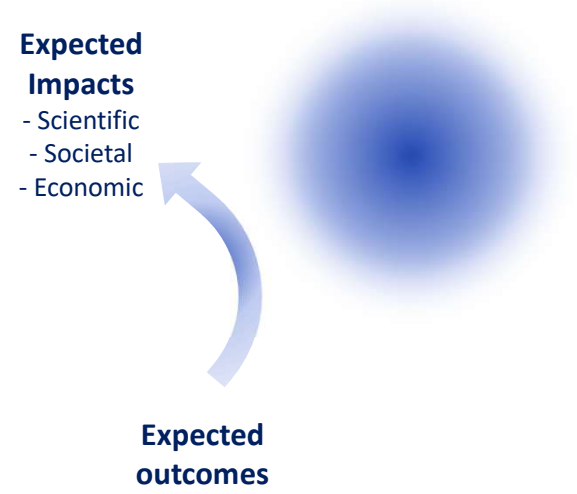


Expected Impacts
- Scientific
- Societal
- Economic

L'impatto non si crea automaticamente!

Sono necessari cambiamenti per facilitare l'impatto. Questi sono i "outcomes".

- **La tecnologia deve essere aggiornata:**
  Ad esempio, le PMI creano nuovi prodotti o servizi.
- **Le politiche devono essere riviste:**
  Ad esempio, le nuove tecnologie richiedono che i regolatori agiscano per consentire un uso diffuso (in sicurezza).
- **Le persone devono cambiare comportamento:**
  Ad esempio, i clienti potrebbero dover accettare nuovi prodotti o servizi per favorirne l'adozione.



Quali cambiamenti sono necessari per arrivare all'impatto atteso?

Gli expected outcomes sono creati attraverso i risultati di progetto:

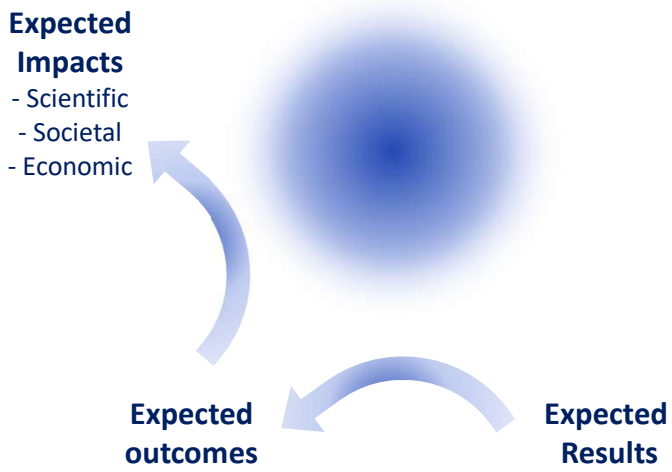
1.Nuove conoscenze:
Risultati della ricerca, come pubblicazioni, linee guida o raccomandazioni, che orientano le azioni future.

2.Nuove tecnologie:
Sviluppo di prototipi, proof of concept o strumenti innovativi che risolvono problemi specifici.

3.Adeguamenti politici e normativi:
Revisioni o nuove politiche che supportino l'implementazione e l'adozione sicura delle nuove innovazioni.

4.Cambiamento comportamentale:
Adozione da parte dei consumatori o degli stakeholder di nuovi prodotti, servizi o pratiche.

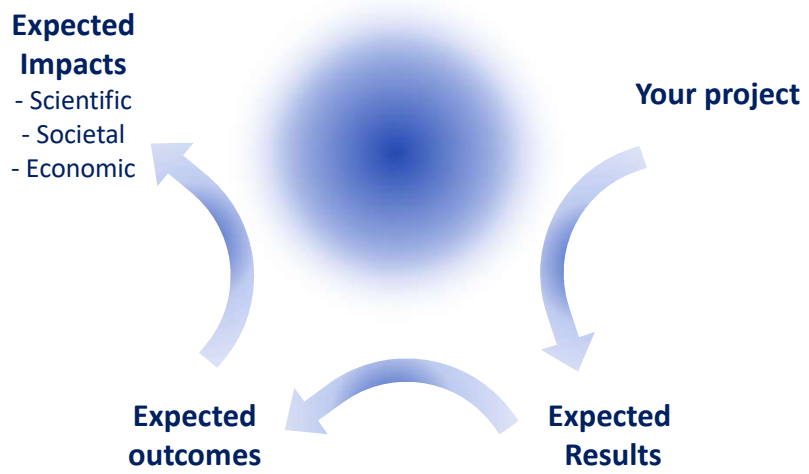
5.Collaborazioni e reti:
Partnership solide con stakeholder, industria e decisori politici per promuovere un cambiamento diffuso.



Quali risultati sono necessari per realizzare il cambiamento?

Il tuo progetto e i suoi risultati si basano su una soluzione che hai ideato. Questa soluzione dovrebbe essere innovativa e tempestiva, ad esempio:

- Una nuova intuizione o scoperta;
- Un recente sviluppo sociale;
- Un nuovo approccio o una strategia intelligente.



Quale è l'idea progettuale che produrrà I risultati attesi?

The challenge
Qual è il problema collettivo fondamentale che il tuo progetto deve affrontare?
Qual è l'obiettivo del progetto?

=> **Avere degli obiettivi SMART**

7 suggerimenti

Do not fall into **THE THINKER'S TRAP!**
It's easy to be vague and foggy

- Remember the basics
- Align your impact goals with the Commission's

Definisci obiettivi chiari

Ricorda di rendere i tuoi obiettivi SMART:

- **Specifici.** Non essere vago: specifica chiaramente chi o cosa beneficerà dalla tua ricerca e in che misura.
- **Misurabili.** Proponi indicatori (KPI) che possano essere utilizzati per monitorare i progressi.
- **Raggiungibili.** Supporta con evidenze che siano fattibili, con le risorse (tempo/soldi/ personale) indicato.
- **Rilevanti.** Allineati a quelli stabiliti nei documenti strategici correlati.
- **Definiti nel tempo.** Articola i vari traguardi nel tempo lungo il percorso verso l'impatto. Cosa esattamente vuoi ottenere e entro quando?

- Identify and involve key stakeholders
- Understand dissemination, exploitation and communication
- Demonstrate sustainability and scalability
- Pay attention to intellectual property management

Target groups

Ognuno ha una visione diversa del problema:
•I ricercatori hanno bisogno di conoscenze.
•Le aziende hanno bisogno di modelli di business.
•Le persone hanno bisogno di prodotti/servizi accessibili.
•È necessaria l'adozione di politiche, legislazioni e linee guida.

7 suggerimenti

- Remember the basics
- Align your impact goals with the Commission's
- Set clear impact goals
- **Identifica e coinvolgi i principali stakeholder**

  Raggiungere i tuoi obiettivi di impatto richiederà di connetterti con diversi stakeholder nella società. Come primo passo, mappa i vari gruppi, organizzazioni e individui che potrebbero essere influenzati dalla tua ricerca, così come quelli che hanno un certo grado di influenza su di essa.
- Understand dissemination, exploitation and communication
- Demonstrate sustainability and scalability
- Pay attention to intellectual property management

7 suggerimenti

- Remember the basics
- Align your impact goals with the Commission's
- Set clear impact goals
- Identify and involve key stakeholders
- **Comprendi disseminazione, sfruttamento e comunicazione**
  - Crea collegamenti espliciti tra le attività di disseminazione, sfruttamento e comunicazione (D, E & C) che proponi, i principali stakeholder e target groups, e gli obiettivi che hai delineato.
  - Non includere mai un'attività che non sia collegata a un obiettivo. Rendi le tue azioni specifiche e assicurati che il tuo team disponga delle competenze e dell'esperienza necessarie per realizzarle.
- Demonstrate sustainability and scalability
- Pay attention to intellectual property management

7 suggerimenti

- Remember the basics
- Align your impact goals with the Commission's
- Set clear impact goals
- Identify and involve key stakeholders
- Understand dissemination, exploitation and communication

Dimostra sostenibilità e scalabilità

- Convinci i valutatori che hai pianificato la longevità del progetto, mostrando che continuerà a vivere anche dopo la fine del finanziamento.
- Fornisci evidenze di scalabilità: come passerai da un impatto su piccola scala a uno su più ampia scala?

- Pay attention to intellectual property management

7 suggerimenti

- Remember the basics
- Align your impact goals with the Commission's
- Set clear impact goals
- Identify and involve key stakeholders
- Understand dissemination, exploitation and communication
- Demonstrate sustainability and scalability

Fai attenzione alla intellectual property

- Open Science richiede di rendere pubblico il più possibile il più velocemente possible, ma se necessario, occorre proteggere IP e saperlo gestire secondo le regole.

Agenda

Argomento
Impatto in Horizon Europe: l'impact pathway
Overview e definizione impatto
L'impatto nel template della proposta HE – par 2.1 del template
Strumenti per massimizzare l'impatto – par 2.2 del template
Comunicazione, Disseminazione e Sfruttamento dei risultati – CDE Plan and activities
Un approccio per scrivere la proposta partendo da Expected Impacts
L'impact canvas nel template della proposta HE – par 2.3 del template

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
What are the specific needs that triggered this project? 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. 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.	What do you expect to generate by the end of the project? Example 1 **Successful large-scale demonstrator:** **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. Example 2 Publication of a **scientific discovery on transparent electronics.** **New product:** More sustainable electronic circuits. **Three PhD students trained.**	What dissemination, exploitation and communication measures will you apply to the results? 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. 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

TARGET GROUPS	OUTCOMES	IMPACTS
Who will use or further up-take the results of the project? Who will benefit from the results of the project? Example 1 **9 European airports:** Schiphol, Brussels airport, etc. **The European Union aviation safety agency.** **Air passengers (indirect).** Example 2 **End-users**: consumers of electronic devices. **Major electronic companies**: Samsung, Apple, etc. **Scientific community** (field of transparent electronics).	*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?* Example 1 **Up-take by airports:** 9 European airports adopt the advanced forecasting system demonstrated during the project. 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.	*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?* 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. 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).

Summary 2.3

Fornisci un riassunto della parte di IMPATTO, presentando nel riquadro fornito gli elementi chiave del percorso di impatto del progetto e delle misure per massimizzare il suo impatto.

Preparazione al laboratorio di gruppo

- Divide into groups (max 10 groups)
  - 1 topic per group
- Read topic text (10 min approx)
- Fill in Canvas (1h max)
  - First impression, does not need to be complete
  - Max 2-3 bullets per block
- Collective wrap-up (45m approx)
  - Each group presents its canvas (3m max. each)
  - Discussion

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