

Horizon 2020 SME's dedicated actions 2014-2015

Parte II

Dott.ssa Teresa Caltabiano

Catania, 18-19.12.2014



Agenda

Il Programma Horizon 2020

- Le modalità di partecipazione ai bandi
- Analisi di bandi di potenziale interesse
- L'ideazione della proposta progettuale e la definizione del partenariato internazionale
- La valutazione dei progetti
- Le strategie per la predisposizione di proposte vincenti

Le opportunità offerte alle PMI dal Programma Horizon 2020

THE FRAMEWORK PROGRAMME FOR RESEARCH AND INNOVATION

HORIZON 2020

The image features a central graphic of a glowing blue globe. A smaller, more detailed globe is positioned in the center of the larger one, appearing to sit on its surface. From the top of the central globe, numerous bright blue light rays radiate outwards, creating a starburst effect. The background is a dark blue gradient, with a faint, larger-scale globe visible behind the main graphic. The overall aesthetic is futuristic and high-tech.



Struttura del programma

Excellent Science

- **European Research Council**
 - Frontier research by the best individual teams
- **Future and Emerging Technologies**
 - Collaborative research to open new fields of innovation
- **Marie Skłodowska Curie actions**
 - Opportunities for training and career development
- **Research infrastructures** (including e-infrastructure)
 - Ensuring access to world-class facilities

Industrial Technologies

- **Leadership in enabling and industrial technologies**
 - ICT, nanotechnologies, materials, biotechnology, manufacturing, space
- **Access to risk finance**
 - Leveraging private finance and venture capital for research and innovation
- **Innovation in SMEs**
 - Fostering all forms of innovation in all types of SMEs

Societal Challenges

- **Health, demographic change and wellbeing**
- **Food security, sustainable agriculture, marine and maritime research & the bioeconomy**
- **Secure, clean and efficient energy**
- **Smart, green and integrated transport**
- **Climate action, resource efficiency and raw materials**
- **Inclusive, innovative and reflective societies**
- **Security society**

European Institute of Innovation and Technology (EIT)

Spreading Excellence and Widening Participation

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Le opportunità offerte alle PMI dal Programma H2020

- Partecipazione ai progetti di ricerca, in collaborazione con le università e gli enti di ricerca
- Lo *SME instrument*
- Le azioni a supporto dei ricercatori e della mobilità intersettoriale e internazionale
- Le misure per l'accesso al credito agevolato



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Type

- Proposal
- Tender

Status

- Open
- Closed
- Forthcoming

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 GREEN VEHICLES 2015
 H2020-GV-2015

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LO SME instrument

Fasi	Fase 1	Fase 2	Fase 3
Obiettivi	Concezione dell'idea e valutazione della fattibilità	Ricerca e sviluppo, dimostrazione, 'market replication'	Commercializzazione dei risultati
Attività	definizione idea progettuale	attività di dimostrazione	Attribuzione ' <i>quality label</i> ' a progetti vincenti
	ricerca partner	prototipi	accesso agevolato alla finanza
	valutazione rischio	ricerca	
	fattibilità tecnologica e commerciale	<i>testing</i>	supporto indiretto (<i>training, coaching, condivisione conoscenze, gestione proprietà intellettuale</i>)
	Strategie di innovazione	<i>market replication</i>	
Durata	fino a 6 mesi	12-24 mesi	
Contributo UE	50.000 €	1-3 milioni di €	nessun finanziamento diretto

SME Instrument - Fase 1 1/2

- Obiettivo:

Uno studio che verifica la fattibilità tecnica, pratica ed economica di un'idea innovativa per il settore di riferimento (*nuovi prodotti, processi, design, servizi e tecnologie o nuove applicazioni di mercato di tecnologie esistenti*)

- Possibili attività:

Valutazione del rischio, studi di mercato, gestione della proprietà intellettuale, sviluppo di strategie di innovazione, ricerca partner, fattibilità del “concept” e analisi delle possibilità di redigere una successiva proposta per la fase 2 con un alto potenziale di innovazione, in linea con le strategie dell'impresa e con una dimensione europea

La proposta deve contenere un business plan iniziale basato sull'idea proposta e fornire le specifiche del business plan più complete che sarà il risultato del progetto e il criterio per la sua valutazione positiva

SME Instrument – Fase 1 2/2

Impatto atteso:

- Enhancing profitability and growth performance of SMEs by combining and transferring new and existing knowledge into innovative, disruptive and competitive solutions seizing European and global business opportunities.
- Market uptake and distribution of innovations tackling the specific challenges in space in a sustainable way
- Increase of private investment in innovation, notable leverage of private co-investor and/or follow-up investments.

L'impatto atteso dovrebbe essere chiaramente descritto in termini qualitativi and quantitativi (ad es. turnover, occupazione, dimensione del mercato, gestione della proprietà intellettuale, profitti)

SME Instrument - Fase II

Le proposte vincenti saranno quelle che dimostreranno un alto potenziale in termini di competitività e di crescita dell'impresa

Possibili attività:

dimostrazione, testing, prototipi, piloting, design, market replication e azioni per preparare (prodotti, processi o servizi per l'introduzione nel mercato ma possono anche includere ricerca

Le proposte devono contenere una descrizione dei risultati del progetto, incluso un primo piano di commercializzazione, e deve essere data specifica attenzione alla tutela della proprietà intellettuale

SME Instrument

Ai vincitori che partecipano alla fase 1 o 2 verrà offerto dalla Rete Enterprise Europe Network un servizio di coaching da parte di esperti con esperienza aziendale.

Tale supporto sarà integrato, in tutte le fasi, da assistenza per l'internazionalizzazione dell'impresa, per il rafforzamento della leadership e delle capacità di gestione dello staff, per lo sviluppo delle capacità interne di coaching e l'individuazione di una strategia di mercato

I settori scientifici per i progetti in
collaborazione con università ed enti di
ricerca...



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Le procedure per la fruizione dei fondi di H2020 2/2

1. Pubblicazione dell'Invito a presentare proposte
2. Definizione del partenariato
3. Predisposizione del progetto
4. Presentazione della proposta
5. Controllo amministrativo dell'ammissibilità delle domande
6. Valutazione delle proposte e selezione dei progetti da finanziare

Le procedure per la fruizione dei fondi di H2020 2/2

7. Predisposizione della graduatoria finale dei progetti
8. Stipula del contratto
9. Inizio del progetto e erogazione del *pre-financing*
10. Relazione periodica sull'avanzamento del progetto ed erogazione di ulteriori *tranches* del finanziamento
11. Verifica conseguimento obiettivi previsti dal progetto ed approvazione finale
12. Eventuale “audit” da parte dell'UE

La proposta progettuale



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Procedura per individuare un bando di potenziale interesse in Horizon 2020:

- Entrare sul portale ufficiale del programma Horizon “Participant Portal” (link: <http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/index.html>)
- Selezionare “Call” dal menù a sinistra
- Scegliere tramite il sistema a filtro il bando di proprio interesse
- Andare sulla voce “Call documents”
- Aprire la cartella zippata e scaricare i documenti di lavoro (Work Programme e Information for Applicants)

La proposta progettuale

Parte A : moduli amministrativi - contenenti informazioni sul progetto ed i partecipanti – e budget

Parte B: contenuti del progetto

La proposta viene presentata dal coordinatore europeo attraverso il Participant portal

Single stage o two stage calls

Parte A

Contiene i moduli amministrativi con le principali informazioni sul progetto

A1: General information

A2: Administrative data of participating organisations

A3: Budget for the proposal

A4: Ethics issues table

A5: Call specific questions

Parte B

E' il vero contenuto del progetto. Non sono previsti moduli, ma viene fornito un elenco di contenuti da sviluppare

Cover page

- Sezione 1: Eccellenza
- Sezione 2: Impatto
- Sezione 3: Implementazione
- Sezione 4: Componenti del consorzio
- Sezione 5: Questioni etiche e sicurezza



Proposal template (technical annex)

Coordination and support actions

Note: This is for information only. The definitive template for your call will be available in the submission system, which you can then use when writing your proposal.

Please follow the structure of this template when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion for a full proposal.

⚠ First stage proposals: In two-stage submission schemes, at the first stage you only need to complete the bracketed parts (i.e. $\}$). These are in the cover page, and sections 1 and 2.

⚠ Page limit: For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 50 pages. All tables in these sections must be included within this limit. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

The page limit for a first stage proposal is 15 pages.

If you attempt to upload a proposal longer than the specified limit, before the deadline you will receive an automatic warning, and will be advised to shorten and re-upload the proposal. After the deadline, any excess pages will be overprinted with a "watermark", indicating to evaluators that these pages must be disregarded.

Please do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

COVER PAGE

Title of Proposal

List of participants

Participant No *	Participant organisation name	Country
1 (Coordinator)		
2		
3		

* Please use the same participant numbering as that used in the administrative proposal forms.

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1. Excellence

Your proposal must address a work programme topic for this call for proposals.

⚠ This section of your proposal will be assessed only to the extent that it is relevant to that topic.

1.1 Objectives

- Describe the specific objectives for the project¹, which should be clear, measurable, realistic and achievable within the duration of the project. Objectives should be consistent with the expected exploitation and impact of the project (see section 2).

1.2 Relation to the work programme

- Indicate the work programme topic to which your proposal relates, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the work programme.

1.3 Concept and approach

- Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumptions involved. Identify any trans-disciplinary considerations;
- Describe the positioning of the project e.g. where it is situated in the spectrum from 'idea to application', or from 'lab to market'. Refer to Technology Readiness Levels where relevant. (See [General Annex G of the work programme](#));
- Describe any national or international research and innovation activities which will be linked with the project, especially where the outputs from these will feed into the project;
- Describe and explain the overall approach and methodology, distinguishing, as appropriate, activities indicated in the relevant section of the work programme, e.g. for research, demonstration, piloting, first market replication, etc;
- Where relevant, describe how sex and/or gender analysis is taken into account in the project's content.

⚠ Sex and gender refer to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to http://ec.europa.eu/research/science-society/gendered-innovations/index_en.cfm

1.4 Ambition

- Describe the advance your proposal would provide beyond the state-of-the-art, and the extent the proposed work is ambitious. Your answer could refer to the ground-breaking nature of the objectives, concepts involved, issues and problems to be addressed, and approaches and methods to be used.
- Describe the innovation potential which the proposal represents. Where relevant, refer to products and services already available on the market. Please refer to the results of any patent search carried out.

¹ The term 'project' used in this template equates to an 'action' in certain other Horizon 2020 documentation.



Please refer to submission system for the definitive template for your call

2. Impact

2.1 Expected impacts

⚠ Please be specific, and provide only information that applies to the proposal and its objectives. Wherever possible, use quantified indicators and targets.

- Describe how your project will contribute to:
 - the expected impacts set out in the work programme, under the relevant topic;
 - improving innovation capacity and the integration of new knowledge (strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets; and, where relevant, by delivering such innovations to the markets;
 - any other environmental and socially important impacts (if not already covered above).
- Describe any barriers/obstacles, and any framework conditions (such as regulation and standards), that may determine whether and to what extent the expected impacts will be achieved. (This should not include any risk factors concerning implementation, as covered in section 3.2.)

2.2 Measures to maximise impact

a) Dissemination and exploitation of results

- Provide a draft 'plan for the dissemination and exploitation of the project's results' (unless the work programme topic explicitly states that such a plan is not required). For innovation actions describe a credible path to deliver the innovations to the market. The plan, which should be proportionate to the scale of the project, should contain measures to be implemented both during and after the project.

⚠ Dissemination and exploitation measures should address the full range of potential users and uses including research, commercial, investment, social, environmental, policy making, setting standards, skills and educational training.

⚠ The approach to innovation should be as comprehensive as possible, and must be tailored to the specific technical, market and organisational issues to be addressed.

- Explain how the proposed measures will help to achieve the expected impact of the project. Include a business plan where relevant.
- Where relevant, include information on how the participants will manage the research data generated and/or collected during the project, in particular addressing the following issues:²
 - What types of data will the project generate/collect?
 - What standards will be used?

² For further guidance on research data management, please refer to the H2020 Online Manual on the Participant Portal.



Principali strumenti di finanziamento

- Research and innovation actions
- Innovation actions
- Coordination and support actions
- SME instrument
- Pre-commercial procurement
- Public procurement of innovative solutions
- Prizes

Research and innovation actions

Azioni che prevedono attività finalizzate a creare nuove conoscenze e a esplorare la fattibilità di nuove (o migliorate) tecnologie, prodotti, processi, servizi.

Possono includere ricerca di base e applicata, attività di sviluppo delle tecnologie, test e validazione di piccoli prototipi in laboratorio o ambienti simili simulati.

I progetti possono prevedere limitate attività pilota o di dimostrazione che mirano a mostrare la fattibilità tecnica in un ambiente simile a quello operativo

Innovation actions

Azioni che prevedono attività finalizzate alla produzione di definizioni, produzione o design di prodotti, processi o servizi nuovi, modificati o migliorati.

Possono includere prototipi, test, dimostrazione, validazioni di prodotti di larga scala e di “*market replication*”.

I progetti possono prevedere limitate attività di ricerca e sviluppo

Criteri minimi di composizione del partenariato

3 partners di 3 Stati membri dell'UE o associati al programma Horizon 2020

1 solo partecipante per: le azioni di coordinamento e supporto (CSA), i progetti del Consiglio Europeo delle Ricerche (ERC), azioni Marie Skłodowska Curie, le azioni COFUND

I work programme possono prevedere condizioni aggiuntive
(ad es. tipologie o numero di partners)

Contributo UE

- Research and innovation action:

Costi diretti: 100% Costi eleggibili progetto

Costi indiretti: 25% costi diretti

- Innovation action:

Costi diretti: 70% costi eleggibili progetto

(eccezione per organismi no-profit: 100% costi eleggibili)

- SME instrument: 70% dei costi

Definizione dell'idea progettuale

Struttura dei «Work programme topics»

SPECIFIC CHALLENGE	Definisce il contesto, il problema da affrontare e spiega perché l'azione è necessaria
SCOPE	Delinea il problema, specifica il focus e i confini dell'azione potenziale ma senza descrivere gli specifici approcci
EXPECTED IMPACT	Descrive gli elementi chiave del risultato atteso in relazione alla specifica sfida

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SFS-9-2014: Towards a gradual elimination of discards in European fisheries

Specific challenge: The new orientation of the Common Fisheries Policy (CFP) calls for a move towards a gradual elimination of discards on a case-by-case basis, and taking into account the best available scientific advice to reduce unwanted catches and gradually ensure that all catches are landed. To do so, and to obtain better economic results while keeping consistency with the objectives of the CFP, particularly about compatibility with Maximum Sustainable Yield (MSY), there is a need to underpin innovations and changes in the tools and technologies used at all stages of the seafood supply chain, from catching to consumers.

Scope: Proposals should deal with the several key aspects underpinning the new policy: i) how to avoid unwanted catches both through improvements to selectivity but also through adaptations of fishing strategies and fishermen behaviour, ii) how to address practical issues of handling unwanted catches on board vessels that must be now landed, while ensuring that such catches can be fully documented, iii) how to make best use of unwanted catches without creating economic incentives and inadvertently developing markets for such products, iv) how to estimate the possible consequences for fish stocks and the marine ecosystem of the removal of biomass hitherto discarded at sea, v) how to control and monitor compliance with the new rules, and vi) how to estimate and monitor the socioeconomic consequences of the new regulatory framework, not only on the fishing fleets but also on local communities. Proposals should address in particular innovative technologies and practices, as well as simulation modelling of harvesting unwanted catches, to reduce and avoid discards, especially for fisheries with high discards rates, including on small-scale fisheries.

The proposals should also consider the attitudes and perceptions of stakeholders, as well as the potential of participatory approaches in improving the compliance with the new rules. Finally, proposals should address economic and social dimensions of the above-mentioned problems and should create bridges between cutting-edge research and technologies, fishermen, processors, wholesalers, retailers, policy makers and consumers.

The Commission considers that proposals requesting a contribution from the EU in the range of EUR 5 million would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

Expected impact:

- Support through research and innovation a key orientations for the CFP regarding discards elimination
- Contribute to implement the Marine Strategy Framework Directive (MSFD) requiring moving towards good environmental status and in particular the descriptors related to 1: biological diversity, 3: population of commercial fish and shellfish, 4: elements of marine foodwebs
- Improved social and societal acceptance of conservation measures
- Increased level of control, compliance and enforcement of rules

Type of action: Research and innovation actions

The conditions related to this topic are provided at the end of this call and in the General Annexes.

Deadlines^{42;43}:

SFS-6-2014	26/06/2014 at 17.00.00 Brussels time	
SFS-1A-2014 SFS-1B-2014 SFS-2A-2014 SFS-3A-2014 SFS-3B-2014 SFS-4-2014 SFS-7A-2014 SFS-9-2014 SFS-10A-2014 SFS-11A-2014 SFS-12-2014 SFS-14A-2014 SFS-15-2014 SFS-17-2014 SFS-19-2014	First stage 12/03/2014 at 17.00.00 Brussels time	Second stage 26/06/2014 at 17.00.00 Brussels time
SFS-14B-2015	[11/06/2015 at 17.00.00 Brussels time]	
SFS-1C-2015 SFS-2B-2015 SFS-5-2015 SFS-7B-2015 SFS-10B-2015 SFS-11B-2015 SFS-13-2015 SFS-16-2015 SFS-18-2015 SFS-20-2015	First stage [24/02/2015 at 17.00.00 Brussels time]	Second stage [11/06/2015 at 17.00.00 Brussels time]

SFS-8- 2014/2015 – Open call cut-off dates – Open from	Phase 1 18/06/2014 24/09/2014 17/12/2014	Phase 2 09/10/2014 17/12/2014	Phase 1 [18/03/2015 17/06/2015 17/09/2015	Phase 2 [18/03/2015 17/06/2015 17/09/2015
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⁴² The Director-General responsible may delay this deadline by up to two months.

⁴³ The deadlines provided in brackets are indicative and subject to a separate financing decision for 2015.

Dall'idea al progetto

- Definizione dell'idea che deve essere innovativa
- *Analisi work programme topics*
- *Matching* dell'idea progettuale con i topic previsti dal Programma di Lavoro ed i relativi strumenti di finanziamento
- Individuazione del partenariato
- *Pre-screening* dell'idea progettuale (verifica innovatività / impatto)
- Costruzione della proposta

Individuazione del partenariato internazionale

La ricerca dei *partners*

Canali:

- Propria rete di contatti e di partners di precedenti progetti
- Promozione delle proprie competenze ed *expertise* in conferenze e workshop
- Info Days e “*Market place*”
- Partecipanti a progetti già finanziati (partners and projects databases)
- Ricerca partners attraverso i servizi ad hoc (APRE, participant portal)
- Rete Punti Nazionali di Contatto (NCP)
- Reti specifiche (ad es. “*NMP team*”)

La valutazione dei progetti

I valutatori

- Il valutatore deve essere obiettivo, imparziale ed indipendente e non avere conflitti di interesse
- Non rappresenta né la propria Istituzione, né il proprio Paese
- Ciascuna proposta viene valutata da almeno 3/4 esperti

Criteria per costituire i *panel* di valutazione:

alto livello di esperienza degli esperti, ampio spettro di competenze, adeguata copertura geografica, equilibrio tra mondo accademico, industriale e beneficiari della ricerca, questioni di genere e principio della turnazione

I principi generali della valutazione

- Qualità dei progetti
- Obiettività ed imparzialità
- Coerenza e trasparenza
- Confidentialità
 - I contenuti della proposta ed i risultati della valutazione non possono essere discussi con nessuno (ad eccezione degli esperti che valutano la stessa proposta e dei funzionari della Commissione)
 - Non devono esser rivelati i nomi degli esperti che valutano la stessa proposta
 - Nessuno documento può esser portato via dal luogo in cui si svolgono le valutazioni

Le procedure di valutazione

- Controllo amministrativo dell'eleggibilità delle proposte
- Valutazione individuale dei progetti
- Consensus
- Panel Meeting
- Adempimenti della Commissione europea/Research Executive Agency

Criteri di eleggibilità delle proposte

La verifica dell'eleggibilità dei progetti è effettuata dalla Commissione europea/Research Executive agency

La proposta è considerata eleggibile solo se conforme alle seguenti condizioni:

- È stata ricevuta entro i termini di scadenza stabiliti dal bando
- Il partenariato è composto da numero minimo o dalla tipologia di partecipanti richiesti
- È completa (parte A e B), accessibile, stampabile e leggibile
- E' "in scope"
- Rispetta altri vincoli (es. strumenti di finanziamento, limiti di budget)

La valutazione individuale

- Valutazione individuale di ciascuna proposta (a Bruxelles o remota) attraverso lo specifico sistema gestionale
- Predisposizione *dell'Individual Evaluation Report (IER)* con cui vengono dati i punteggi ed i commenti per ciascun criterio (che tengono conto dei sotto-criteri)
- Approvazione e chiusura on-line degli *Individual Evaluation Report*
- Per ciascuna proposta viene individuato un *rapporteur*

Il Consensus Meeting

- E' basato sull'*Individual Evaluation Reports* di ciascun valutatore
- *Consensus meeting*: discussione che deve condurre ad un accordo unanime su ciascun punteggio e commento per ogni criterio
- Il *rapporteur* è responsabile della redazione del Consensus Report (CR)
- Il *Consensus Report* deve fornire una chiara valutazione della proposta, con i relativi punteggi e giudizi ed indicando punti di forza e di debolezza

Il Panel meeting

- Obiettivo: assicurare la coerenza dell'intero processo di valutazione
- Approvazione dell'*Evaluation Summary Report* per ciascuna proposta con il punteggio finale
- Decisione sui casi *ex aequo*
- Approvazione della lista dei progetti che hanno superato tutti i *thresholds*, di quelli che non hanno raggiunto il punteggio minimo e delle proposte considerate non eleggibili

Punteggi e valutazione

- **0** - *The proposal fails to address the criterion under examination or cannot be judged due to missing or incomplete information*
- **1 - Poor.** *The criterion is addressed in an inadequate manner, or there are serious inherent weaknesses*
- **2 - Fair.** *While the proposal broadly addresses the criterion, there are significant weaknesses*
- **3- Good.** *The proposal addresses the criterion well, although improvements would be necessary*
- **4 - Very Good.** *The proposal addresses the criterion very well, although certain improvements are still possible*
- **5 - Excellent.** *The proposal successfully addresses all relevant aspects of the criterion in question. Any shortcomings are minor*

I criteri di valutazione in Horizon 2020

- **Eccellenza**
- **Impatto**
- **Qualità ed efficienza dell'attuazione**

<p>1. Excellence</p> <p><i>Note: The following aspects will be taken into account, to the extent that the proposed work corresponds to the topic description in the work programme:</i></p> <ul style="list-style-type: none"> • Clarity and pertinence of the objectives; • Credibility of the proposed approach; • Soundness of the concept, including trans-disciplinary considerations, where relevant; • Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground-breaking objectives, novel concepts and approaches). <p><u>Comments:</u></p>	<p>Score 1: <i>Threshold 3/5</i></p>	
<p>2. Impact</p> <p><i>Note: The following aspects will be taken into account, to the extent to which the outputs of the project should contribute at the European and/or International level:</i></p> <ul style="list-style-type: none"> • The expected impacts listed in the work programme under the relevant topic; • Enhancing innovation capacity and integration of new knowledge; • Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets, and where relevant, by delivering such innovations to the markets; • Any other environmental and socially important impacts; • Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant. <p><u>Comments:</u></p>	<p>Score 2: <i>Threshold 3/5</i></p>	
<p>3. Quality and efficiency of the implementation *</p> <p><i>Note: The following aspects will be taken into account:</i></p> <ul style="list-style-type: none"> • Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources; • Complementarity of the participants within the consortium (when relevant); • Appropriateness of the management structures and procedures, including risk and innovation management. <p><u>Comments:</u></p>	<p>Score 3: <i>Threshold 3/5</i></p>	
<p>Total score (1+2+3) <i>Threshold 10/15</i></p>		



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HORIZON 2020

THE FRAMEWORK PROGRAMME FOR RESEARCH AND INNOVATION

What is Horizon 2020?

- The EU Framework Programme for Research and Innovation
- Official documents
- Questions & Answers

What's in Horizon 2020 for me?

- Excellent Science
- Competitive Industries
- Better Society

Why Horizon 2020?

- Europe 2020
- Public consultation
- Successful EU research

What's next?

- A time line for Horizon 2020
- Calendar of events
- Experts for Advisory Groups

What's your view?

- Video testimonials



Marinella Tabet

Press corner

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- Videos by theme

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