

Horizon Europe 2025: Unlocking opportunities for Korean researchers in Pillar II

A practical guide to European partnerships,
funding calls, and proposal success

Meet your guide to Horizon Europe (HEU)



- Majored in Anatomy and Cell Biology (BSc with Honours) @ The University of Melbourne, Australia
- Ph.D., Stroke research (Pharmacology) @ Monash University, Australia
- Postdoc @ Yale Cardiovascular Research Center, Yale University, USA
- Transitioned into the role of a Life Sciences Consultant @ The CatalyzeGroup, Utrecht
- Shifted focus to work as a grant advisor @ VU IXA-GO (Grants Office), Amsterdam
- EU Grant advisor @ Funding & Support Office, UMC Utrecht

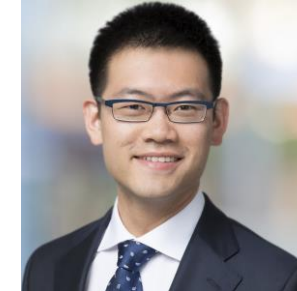
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Grant Advisor & Writer



Overview of key topics

- **HEU Pillar II Overview**
- **Identifying funding calls**
- **Building a consortium**
- **Writing a competitive proposal**
- **Keys to success**



Introduction to Horizon Europe

HEU: Transforming Ideas into Impact

- **Largest EU Research & Innovation Programme Ever**

€95.5 billion budget (2021-2027)

- **Ambitious and transformative goals**

Tackles global challenges and strengthens Europe's role in research and innovation.

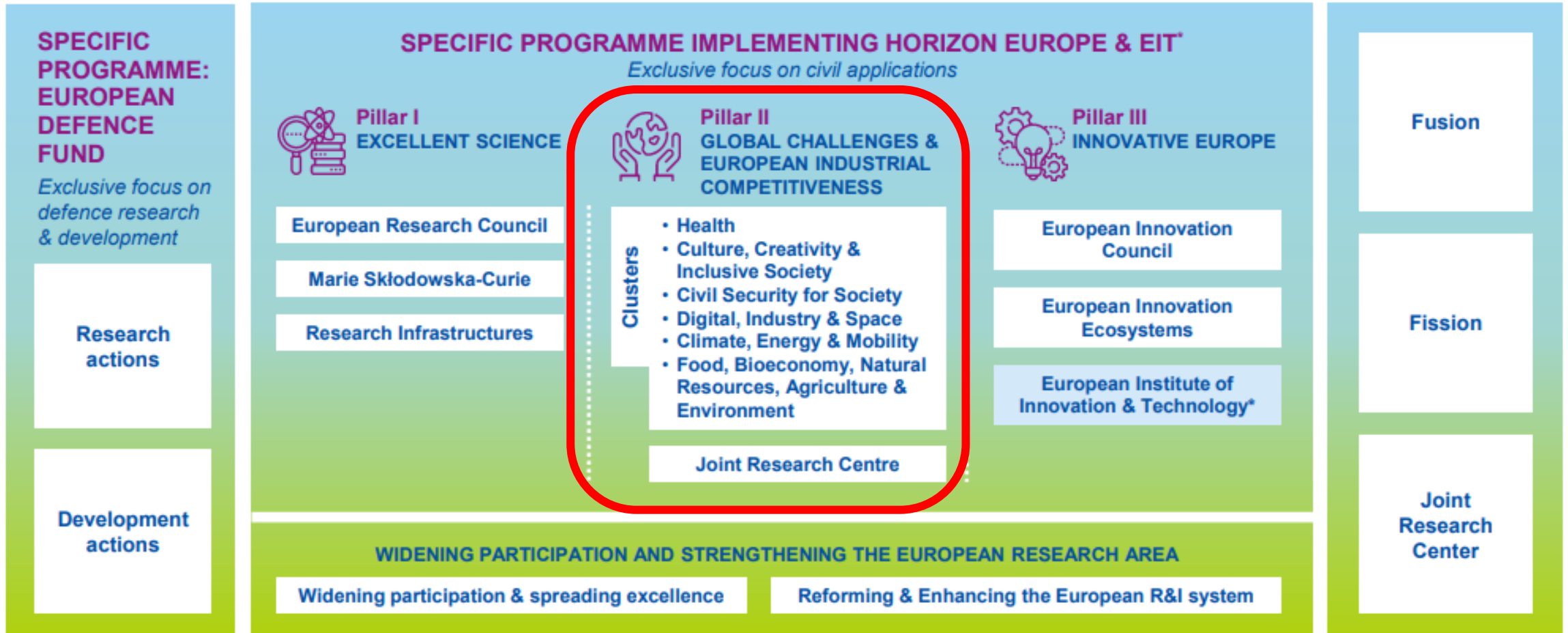
- **Three key objectives:**

1. **Science & Technology:** Strengthen EU's scientific excellence and European Research Area.
2. **Society:** Address green/digital transitions and UN Sustainability Goals
3. **Economy:** Drive innovation, competitiveness and job creation in Europe



HORIZON EUROPE

EURATOM



* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

Identifying funding calls

Navigating HEU calls



EN

Horizon Europe - Work Programme 2023-2025
Health

Horizon Eur

Work Programme :

4. Health

(European Commission Decision C/

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The screenshot shows the Horizon Europe portal interface. At the top, there is a navigation bar with links for Home, Funding, Procurement, Projects & results, News & events, Work as an expert, and Guidance & documents. A search bar is also present. Below the navigation bar, there is an 'Internal navigation' sidebar with links for General information, Topic description, Topic updates, Mission, Destination, Conditions and documents, Budget overview, Partner search announcements, Start submission, Topic Q&As, Get support, Call information, and Call updates. The main content area displays the details for a call titled 'Sustainable, secure and competitive energy supply (HORIZON-CL5-2024-D3-02)'. It includes the programme (Horizon Europe), the call title, the type of action (Horizon Innovation Actions), the type of MGA (Horizon Lump Sum Grant), the deadline model (single-stage), the opening date (17 September 2024), and the deadline date (04 February 2025 17:00:00 Brussels time). There is also a 'Topic description' section with expected outcomes and a scope.

DESTINATIONS:

- European Commission policies
- Expected Impacts

CALL/TOPICS:

- Specific conditions (e.g., eligibility, lump sum)
- **Type of action** (Research & Innovation Actions, Innovation Actions, Coordination and Support Actions)
- Topic budget
- scope
- **Expected outcomes**

Types of actions in HEU Pillar II

Research and Innovation Actions (RIA)

- **Purpose:** Establish new knowledge or explore feasibility of new/improved technologies.
- **Activities:** Basic/applied research, technology development, testing, small-scale prototype validation.
- **Target Audience:** Primarily academia, but open to industry collaborations.
- **Technology Readiness Level (TRL):** Up to TRL 5.

Innovation Actions (IA)

- **Purpose:** Closer-to-market activities for new or improved products, processes, or services.
- **Activities:** Prototyping, testing, piloting, large-scale product validation, and market replication.
- **Target Audience:** Industry-focused, with academia support.
- **TRL:** Higher TRL, closer to market deployment.

Coordination and Support Actions (CSA)

- **Purpose:** Support activities that strengthen the objectives of Horizon Europe.
- **Activities:** (Bottom-up coordination actions;) Networking, policy implementation, dissemination, and coordination efforts.
- **Excludes:** R&I activities.

Key elements to consider when selecting a call

Key Factors in Call Selection

- **Consortium:** Ensure your project has the right mix of partners with complementary expertise and perspectives.
- **Type of Action:** Match your project with RIA, IA, or CSA requirements.
- **TRL:** Align your project's readiness level with the call's start and target TRLs.
- **Budget & Size:** Verify grant size, timeline, and team capacity fit your project's scope.



Key Steps for Success

- *Align your project with the **mission, novelty, and funding scheme.**
Cohesion and alignment boost your chances of success.*

Reference documents

Filters

- 2021 - 2027
- Horizon Europe (HORIZON)**

Programme Horizon Europe (HORIZON)

Grants

This page includes reference documents of the programmes managed on the EU Funding & Tenders portal starting with legal documents and the Commission work programmes up to model grant agreements and guides for specific actions. Please select the programme to see the reference documents.

Procurement

Reference Documents related to tendering opportunities are published on TED eTendering in the calls for tenders.

Expand all

- > Legislation
- ✓ Work programme & call documents
 - > 2021-2022
 - ✓ 2023-2025
 - ✓ HE Main Work Programme 2023-2025
 - HE and Euratom Work Programme on Horizontal Expenditure 2023-2024
 - 1. General introduction v3.0
 - 2. Marie Skłodowska-Curie Actions v2.0
 - 3. Research Infrastructures v3.0
 - 4. Health v3.0
 - 5. Culture, creativity and inclusive society v2.0
 - 6. Civil Security for Society v3.0
 - 7. Digital, Industry and Space v3.0



European
Commission

EU Funding & Tenders Portal

Sign in

EN



Ho...

Fundi... ▼

Procurem... ▼

Projects & res... ▼

News & eve... ▼

Work as an exp...

Guidance & docume... ▼

Search...



Discover the funding & tenders opportunities

Find out how to participate by following these key steps.

Find calls for proposals

Explore the available EU funding opportunities by searching for calls for proposals within your topics of interest, find partners and submit a proposal.

Find calls for tenders

Find business opportunities in the calls for tenders managed by EU institutions, bodies and agencies.

View projects and results

Browse through EU funded projects and learn about the results. Invest in opportunities and get inspired by the highlights and success stories.

Work as an expert

Proposals and projects need evaluations, monitoring and domain-specific knowledge advice from experts.

Home > Funding > Calls for proposals

Calls for proposals


Calls for proposals are funding opportunities issued by the European Union institutions, agencies and bodies. These are direct financial contributions, known as grants, that are awarded to third-party beneficiaries (e.g., research organisations, public entities, non-governmental organisations, and private companies) to engage in activities that serve EU policies.

[More details](#)


Filters


Quick search

Select... 

Programming period 

Programme 



Call 

Submission status 

All filters

275 item(s) found



Opening date / Publication date  

European Researchers' Night and Researchers at Schools 2026-2027

HORIZON-MSCA-2025-CITIZENS-01-01 | Call for proposal

Opening date: 17 June 2025 | Next deadline: 22 October 2025 | Single-stage

 Forthcoming

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON Coordination and Support Actions**

MSCA COFUND 2025

HORIZON-MSCA-2025-COFUND-01-01 | Call for proposal

Opening date: 23 January 2025 | Next deadline: 24 June 2025 | Single-stage

 Forthcoming

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON TMA MSCA Cofund Postdoctoral programme**

Teaming for Excellence

HORIZON-WIDERA-2025-ACCESS-01-01-two-stage | Call for proposal

Opening date: 03 December 2024 | Next deadline: 10 April 2025 | Two-stage

 Forthcoming

Programme: **Horizon Europe (HORIZON)** | Type of action: **HORIZON Coordination and Support Actions**

Internal navigation

- General information
- Topic description
- Topic updates
- Mission
- Destination
- Conditions and docum...
- Budget overview
- Partner search announ...
- Start submission
- Topic Q&As
- Get support
- Call information
- Call updates

General information

Programme

Horizon Europe (HORIZON)

Call

Sustainable, secure and competitive energy supply (HORIZON-CL5-2024-D3-02)

Type of action

HORIZON-IA HORIZON Innovation Actions

Type of MGA

HORIZON Lump Sum Grant [HORIZON-AG-LS]

Open For Submission

Deadline model

single-stage

Opening date

17 September 2024

Deadline date

04 February 2025 17:00:00 Brussels time

Topic description

Expected Outcome:

Conversion of captured CO2 is not only a means to replace fossil fuels, but also a promising solution for seasonal energy storage. There are still some scientific and technological challenges to overcome to be able to exploit CO2 as a fuel feedstock, the main challenge being that the utilisation of CO2 is limited by the highly energy intensive conversion process.

New solutions for the conversion of captured CO2 from different sources to fuels will create new markets for innovative industrial sectors and diversify the economic base in carbon-intensive regions, as well as contribute to achieving a Circular Economy. The project should evaluate the possibility for industrial CO2 use/reuse through the combination of processes (industrial symbiosis) and the efficient integration of CO2 capture and conversion to combine and/or reduce stages.

Scope:

Building a consortium

Building an ideal and compliant consortium

Principles for Success

- **Meeting Horizon Europe Rules:**
 - Include at least **three entities** from **three eligible countries** (EU or associated).
 - Align with **work programme goals** and **topics**.
 - Integrate **interdisciplinary** elements like Social Sciences, Humanities, or Open Science.
- **Crafting a Strong Team:**
 - Combine **complementary expertise** to cover all project aspects.
 - Ensure diversity in **geography, sectors** (academia, industry, NGOs), and **gender**.
 - Collaborate with trusted partners for the project's duration (up to five years).



Mapping stakeholders and building networks

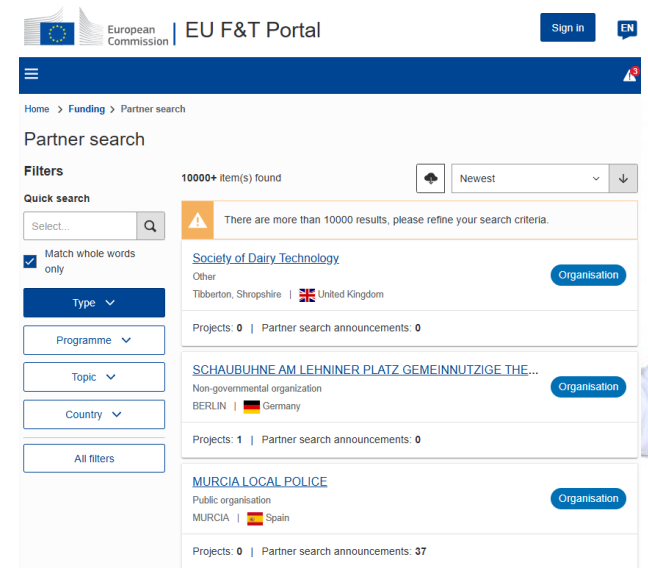
Identifying the Right Partners for Impact

- **Understand the Knowledge Chain:**
 - Map stakeholders across key stages: Basic research → Applied research → Development → Societal impact.
- **Diverse Partner Types:**
 - Academia: Research and innovation.
 - Industry: Technology development and market uptake.
 - Societal organizations: Patient groups, NGOs.
 - Government: Regulatory and policy alignment.
- **Encourage Interdisciplinary Collaboration**
 - Broaden your network with diverse disciplines and sectors.
 - Foster partnerships to address complex challenges.



Finding the right partners: tools and strategies

- **Leverage Your Existing Network**
 - Collaborate with trusted partners from previous projects.
 - Reach out to colleagues and institutions already active in Horizon Europe.
- **Participate in Events and Info-Days:**
 - Attend EU Info-Days, brokerage events and networking sessions.
 - Join international conferences and information sessions organized by funders.
 - Check out [K-ERC website](#) for updates regularly
- **Use Online Platforms:**
 - [EU Funding and Tenders Portal](#): Use the partner search function to identify organizations interested in specific topics.
 - [CORDIS Database](#): Explore past EU-funded projects to find experienced collaborators.
 - [Enterprise Europe Network \(EEN\)](#): Connect with technology providers and academic partners.



Writing a competitive proposal

Understanding the proposal structure

The proposal contains two parts:

- **Part A:** Administrative and structured information.
 - Completed online and includes general information, participants, budget, ethics, and declarations.
- **Part B:** Narrative section.
 - Uploaded as a PDF.
 - Covers **Excellence**, **Impact**, and **Implementation** with detailed project descriptions.



Part A: administrative requirements

European Commission | Funding: Submission Service Welcome Sandy Broere-Lee **SB**

Progress: Login ✓ | Topic selection ✓ | **Create proposal** | Participants | Proposal forms | Submit

Create proposal

Deadline
days left until closure

Call data
Call:
Topic:
Type of action:
Type of MGA:
⚠ Topic and type of action can only be changed by creating a new proposal.

Download Part B templates
[Download part B templates](#)

Support & Helpdesk
[Online Manual](#) [IT How To](#)
[IT Helpdesk](#) [FAQ](#)
Service Desk:
✉ EC-FUNDING-TENDER-SERVICE-DESK@ec.europa.eu
☎ +32 2 29 92222

Find your organisation
PIC * Short name * [Search](#)
Organisations you have been previously associated with. (Click to select)

Your role
Please indicate your role in this proposal *
 Main contact
 Contact person

Your proposal
It will appear also in the "General Information" section of the Application Form Part A and can also be updated there.
Acronym * 20
Short Summary * 2000

[SAVE AND GO TO NEXT STEP](#)

PIC (Participant Identification Code) can be found [here](#)



Part A: administrative requirements

1. General information
2. Participants
3. Budget
4. Ethics and security
5. Other questions

European Commission | Funding: Submission Service

Welcome Sandy Broere-Lee SB

Proposal forms

Deadline

days left until closure

Call data

⚠ Topic and type of action can only be changed by creating a new proposal.

Proposal data

Acronym
Draft ID:

Download Part B templates

Download part B templates

Support & Helpdesk

📘 In this step you can edit the Administrative Forms and upload the proposal and its annexes. You may return to this step from the 'My Proposals' section of the Funding & Tenders Portal. Submit your proposal as early in the process as possible - you can update and resubmit an improved version many times before the call closure. Submitting a proposal will overwrite any previous versions of this same proposal - this process is irreversible. Any changes made to the proposal will not be available to the European Commission service unless resubmitted before the call closure.

🚫 Your proposal contains changes that have not yet been submitted.

Administrative forms (Part A)

Edit forms | View history | Print preview

Part B and Annexes

In this section you may upload the technical annex of the proposal (in PDF format only) and any other requested attachments.

Part B * Upload

Clinical Studies Annex Upload

Ethics annex Upload

< BACK TO PARTICIPANTS LIST | VALIDATE | SUBMIT



Part A: administrative requirements

1. General information
2. Participants
3. Budget
4. Ethics and security
5. Other questions

1 - General information

Fields marked * are mandatory to fill.

Topic	Type of Action
Call	Type of Model Grant Agreement
Acronym	_____
Proposal title	_____
Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > * &	
Duration in months	_____
Fixed keyword 1	_____
Fixed keyword 2	_____
Fixed keyword 3	_____
Fixed keyword 4	_____
Proposal ID	_____
Acronym	_____

Declarations

Field(s) marked * are mandatory to fill.

Abstract *

- 1) We declare to have the explicit consent of all applicants on their participation and on the content of this proposal. *
- 2) We confirm that the information contained in this proposal is correct and complete and that none of the project activities have started before the proposal was submitted (unless explicitly authorised in the call conditions). *
- 3) We declare:
 - to be fully compliant with the eligibility criteria set out in the call
 - not to be subject to any exclusion grounds under the [EU Financial Regulation 2018/1046](#)
 - to have the financial and operational capacity to carry out the proposed project. *
- 4) We acknowledge that all communication will be made through the Funding & Tenders Portal electronic exchange system and that access and use of this system is subject to the [Funding & Tenders Portal Terms and Conditions](#). *
- 5) We have read, understood and accepted the [Funding & Tenders Portal Terms & Conditions](#) and [Privacy Statement](#) that set out the conditions of use of the Portal and the scope, purposes, retention periods, etc. for the processing of personal data of all data subjects whose data we communicate for the purpose of the application, evaluation, award and subsequent management of our grant, prizes and contracts (including financial transactions and audits). *
- 6) We declare that the proposal complies with ethical principles (including the highest standards of research integrity as set out in the [ALLEA European Code of Conduct for Research Integrity](#), as well as applicable international and national law, including the Charter of Fundamental Rights of the European Union and the European Convention on Human Rights and its Supplementary Protocols. [Appropriate procedures, policies and structures](#) are in place to foster responsible research practices, to prevent questionable research practices and research misconduct, and to handle allegations of breaches of the principles and standards in the Code of Conduct. *

Remaining characters



Part A: administrative requirements

1. General information
2. Participants
3. Budget
4. Ethics and security
5. Other questions

Main contact person

This will be the person the EU services will contact concerning this proposal (e.g. for additional information, invitation to hearings, see evaluation results, convocation to start grant preparation). The data in blue is read-only. Details (name, first name and e-mail) of Main persons should be edited in the step "Participants" of the submission wizard.

Title Gender Woman Man No

First name* Last name*

E-Mail*

Position in org. Please indicate the position of the person.

Department Name of the department/institute carrying out the work. Same as on main page

Same as proposing organisation's address

Street Please enter street name and number.

Town Please enter the name of the town.

Country Please select a country.

Website Please enter website.

Phone +xxx xxxxxxxxx Phone 2 +xxx xxxxxxxxx

List of up to 5 publications, widely-used datasets, software, goods, services

Type of achievement	Short description (Max 500 characters)
<input type="text"/>	<input type="text"/>

List of up to 5 most relevant previous projects or activities, connected to the proposed work

Name of Project or Activity	Short description (Max 500 characters)
<input type="text"/>	<input type="text"/>

Description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work.

Name of infrastructure of equipment	Short description (Max 300 characters)	Add
<input type="text"/>	<input type="text"/>	<input type="button" value="Add"/>

Role of participating organisation in the project

- Project management
- Communication, dissemination and engagement
- Provision of research and technology infrastructure
- Co-definition of research and market needs
- Civil society representative
- Policy maker or regulator, incl. standardisation body
- Research performer
- Technology developer

Gender Equality Plan

Does the organization have a Gender Equality Plan (GEP) covering the elements listed below? Yes No

Minimum process-related requirements (building blocks) for a GEP

- **Publication:** formal document published on the institution's website and signed by the top management
- **Dedicated resources:** commitment of human resources and gender expertise to implement it.
- **Data collection and monitoring:** sex/gender disaggregated data on personnel (and students for establishments concerned) and annual reporting based on indicators.
- **Training:** Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers.
- **Content-wise, recommended areas to be covered and addressed via concrete measures and targets are:**
 - o work-life balance and organisational culture;
 - o gender balance in leadership and decision-making;
 - o gender equality in recruitment and career progression;
 - o integration of the gender dimension into research and teaching content;
 - o measures against gender-based violence including sexual harassment.



Part A: administrative requirements

1. General information
2. Participants
3. Budget
4. Ethics and security
5. Other questions

3 - Budget

No.	Name of beneficiary	Country	Role	Personnel costs €	Subcontracting costs €	Purchase costs - Travel and subsistence €	Purchase costs - Equipment €	Purchase costs - Other goods, works and services €	Internally invoiced goods and services € (Unit cost-usual accounting practices)	Transnational access to research infrastructures € (Unit costs)	Virtual access to research infrastructures € (unit costs)	Indirect costs €	Total eligible costs	Funding rate	Maximum EU contribution to eligible costs	Requested EU contribution to eligible costs €	Max grant amount	Income generated by the action	Financial contributions	Own resources	Total estimated income	
1	Universiteit Medisch Centrum	NL	Coordinator	0	0	0	0	0	0	0	0	0.00	0.00	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL				0	0	0	0	0	0	0	0	0.00	0.00			0.00	0.00	0.00	0.00	0.00	0.00	0.00

4 - Ethics & security

Ethics Issues Table

1. Human Embryonic Stem Cells and Human Embryos	Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Does this activity involve the use of human embryos?	<input type="radio"/> Yes <input checked="" type="radio"/> No
2. Humans	Page
Does this activity involve human participants?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Does this activity involve interventions (physical also including imaging technology, behavioural treatments, etc.) on the study participants?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Does this activity involve conducting a clinical study as defined by the Clinical Trial Regulation (EU 536/2014)? (using pharmaceuticals, biologicals, radiopharmaceuticals, or advanced therapy medicinal products)	<input type="radio"/> Yes <input checked="" type="radio"/> No
3. Human Cells / Tissues (not covered by section 1)	Page
Does this activity involve the use of human cells or tissues?	<input type="radio"/> Yes <input checked="" type="radio"/> No
4. Personal Data	Page
Does this activity involve processing of personal data?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Does this activity involve further processing of previously collected personal data (including use of preexisting data sets or sources, merging existing data sets)?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Is it planned to export personal data from the EU to non-EU countries?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Is it planned to import personal data from non-EU countries into the EU or from a non-EU country to another non-EU country?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Does this activity involve the processing of personal data related to criminal convictions or offences?	<input type="radio"/> Yes <input checked="" type="radio"/> No
5. Animals	Page
Does this activity involve animals?	<input type="radio"/> Yes <input checked="" type="radio"/> No
6. Non-EU Countries	Page
Will some of the activities be carried out in non-EU countries?	<input type="radio"/> Yes <input checked="" type="radio"/> No
In case non-EU countries are involved, do the activities undertaken in these countries raise potential ethics issues?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Is it planned to use local resources (e.g. animal and/or human tissue samples, genetic material, live animals, human remains, materials of historical value, endangered fauna or flora samples, etc.)?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Is it planned to import any material (other than data) from non-EU countries into the EU or from a non-EU country to another non-EU country? For data imports, see section 4.	<input type="radio"/> Yes <input checked="" type="radio"/> No
Is it planned to export any material (other than data) from the EU to non-EU countries? For data exports, see section 4.	<input type="radio"/> Yes <input checked="" type="radio"/> No

Ethics Self-Assessment

Ethical dimension of the objectives, methodology and likely impact

Explain in detail the identified issues in relation to:

- objectives of the activities (e.g. study of vulnerable populations, etc.)
- methodology (e.g. clinical trials, involvement of children, protection of personal data, etc.)
- the potential impact of the activities (e.g. environmental damage, stigmatisation of particular social groups, political or financial adverse consequences, misuse, etc.)

Remaining characters: 5000

Compliance with ethical principles and relevant legislations

Describe how the issue(s) identified in the ethics issues table above will be addressed in order to adhere to the ethical principles and what will be done to ensure that the activities are compliant with the EU/national legal and ethical requirements of the country or countries where the tasks are to be carried out. It is reminded that for activities performed in a non-EU countries, they should also be allowed in at least one EU Member State.

Security issues table

1. EU Classified Information (EUCI)?	Page
Does this activity involve information and/or materials requiring protection against unauthorised disclosure (EUCI)?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Does this activity involve non-EU countries which need to have access to EUCI?	<input type="radio"/> Yes <input checked="" type="radio"/> No
2. Misuse	Page
Does this activity have the potential for misuse of results?	<input type="radio"/> Yes <input checked="" type="radio"/> No
3. Other Security Issues	Page
Does this activity involve information and/or materials subject to national security restrictions? If yes, please specify: (Maximum number of characters allowed: 1000)	<input type="radio"/> Yes <input checked="" type="radio"/> No
Are there any other security issues that should be taken into consideration? If yes, please specify: (Maximum number of characters allowed: 1000)	<input type="radio"/> Yes <input checked="" type="radio"/> No

Security self-assessment

Please specify: (Maximum number of characters allowed: 5000)



Part B: crafting the narrative

Proposal template Part B: technical description

TITLE OF THE PROPOSAL

[This document is tagged. Do not delete the tags; they are needed for processing.] #APP-FORM-HERIAIA@#

List of participants

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

1. Excellence #REL-EVA-RE@#

1.1 Objectives and ambition #PRJ-OBJ-PO@#

Insert here text for your proposal

#PRJ-OBJ-PO\$#

1.2 Methodology #CON-MET-CM@# #COM-PL-CP@#

Insert here text for your proposal

#CON-MET-CM\$# #COM-PL-CP\$# #REL-EVA-RE\$#

2. Impact #IMP-ACT-IA@#

2.1 Project's pathways towards impact

Insert here text for your proposal

2.2 Measures to maximise impact - Dissemination, exploitation and communication #COM-DIS-VIS-CDV@#



Part B: crafting the narrative

Proposal template Part B: technical description

TITLE OF THE PROPOSAL

[This document is tagged. Do not delete the tags; they are needed for processing.] #APP-FORM-HERIAIA@#

List of participants

Parti

1 (Co

2

3

...

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OBJ-PO

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here t

Count

1. EXCELLENCE

2. IMPACT

3. IMPLEMENTATION

#CON-MET-CMS# #COM-PLI-CP# #SREL-EVA-RES#

2. Impact #IMP-ACT-IA@#

2.1 Project's pathways towards impact

Insert here text for your proposal

2.2 Measures to maximise impact - Dissemination, exploitation and communication #COM-DIS-VIS-CDV@#



Part B: crafting the narrative

EVALUATION CRITERIA

- ✓ Clear, ambitious objectives beyond the state-of-the-art.
- ✓ Robust methodology, including gender dimension and open science practices.
- ✓ Engagement with end-users and interdisciplinary approaches.



Proposal template Part B: technical description

TITLE OF THE PROPOSAL

[This document is tagged. Do not delete the tags; they are needed for processing.] #APP-FORM-HERIAIA@#

List of participants

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

1. **Excellence** #REL-EVA-RE@#

1.1 **Objectives and ambition** #PRJ-OBJ-PO@#

Insert here text for your **proposal**

#PRJ-OBJ-PO\$#

1.2 **Methodology** #CON-MET-CM@# #COM-PLE-CP@#

Insert here text for your proposal

#CON-MET-CM\$# #COM-PLE-CP\$# #REL-EVA-RE\$#



Part B: crafting the narrative



EVALUATION CRITERIA

- ✓ Credibility of pathways to achieve expected outcomes and impacts.
- ✓ Quality of dissemination, exploitation, and communication plans.
- ✓ Alignment with societal needs and EU priorities.

2. Impact #@IMP-ACT-IA@#

2.1 Project's pathways towards impact

Insert here text for your proposal

2.2 Measures to maximise impact - Dissemination, exploitation and communication #@COM-DIS-VIS-CDV@#

Insert here text for your proposal

#§COM-DIS-VIS-CDV§#

2.3 Summary

KEY ELEMENT OF THE IMPACT SECTION

<p>SPECIFIC NEEDS</p> <p><i>What are the specific needs that triggered this project?</i></p> <p>Insert here text for your proposal</p>	<p>EXPECTED RESULTS</p> <p><i>What do you expect to generate by the end of the project?</i></p> <p>Insert here text for your proposal</p>	<p>D & E & C MEASURES</p> <p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p>Insert here text for your proposal</p>
<p>TARGET GROUPS</p> <p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p>Insert here text for your proposal</p>	<p>OUTCOMES</p> <p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p> <p>Insert here text for your proposal</p>	<p>IMPACTS</p> <p><i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i></p> <p>Insert here text for your proposal</p>



Part B: crafting the narrative

3. Quality and efficiency of the implementation #@QUA-LIT-QL@##@WRK-PLA-WP@##

3.1 Work plan and resources

Insert here text for your proposal

3.2 Capacity of participants and consortium as a whole #@CON-SOR-CS@##@PRJ-MGT-PM@##

Insert here text for your proposal

EVALUATION CRITERIA

- ✓ Effective work plan, with appropriate allocation of resources and effort.
- ✓ Expertise and capacity of the consortium to deliver the project.
- ✓ Clear roles and synergies among partners.



Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

Table 3.1b: Work package description

For each work package:

Work package number	
Work package title	
Objectives	
Description of work	

Table 3.1c: List of Deliverables

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

Table 3.1e: Critical risks for implementation #@RSK-MGT-RM@##

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

#@RSK-MGT-RM@##

Table 3.1g: 'Subcontracting costs' items

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

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

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

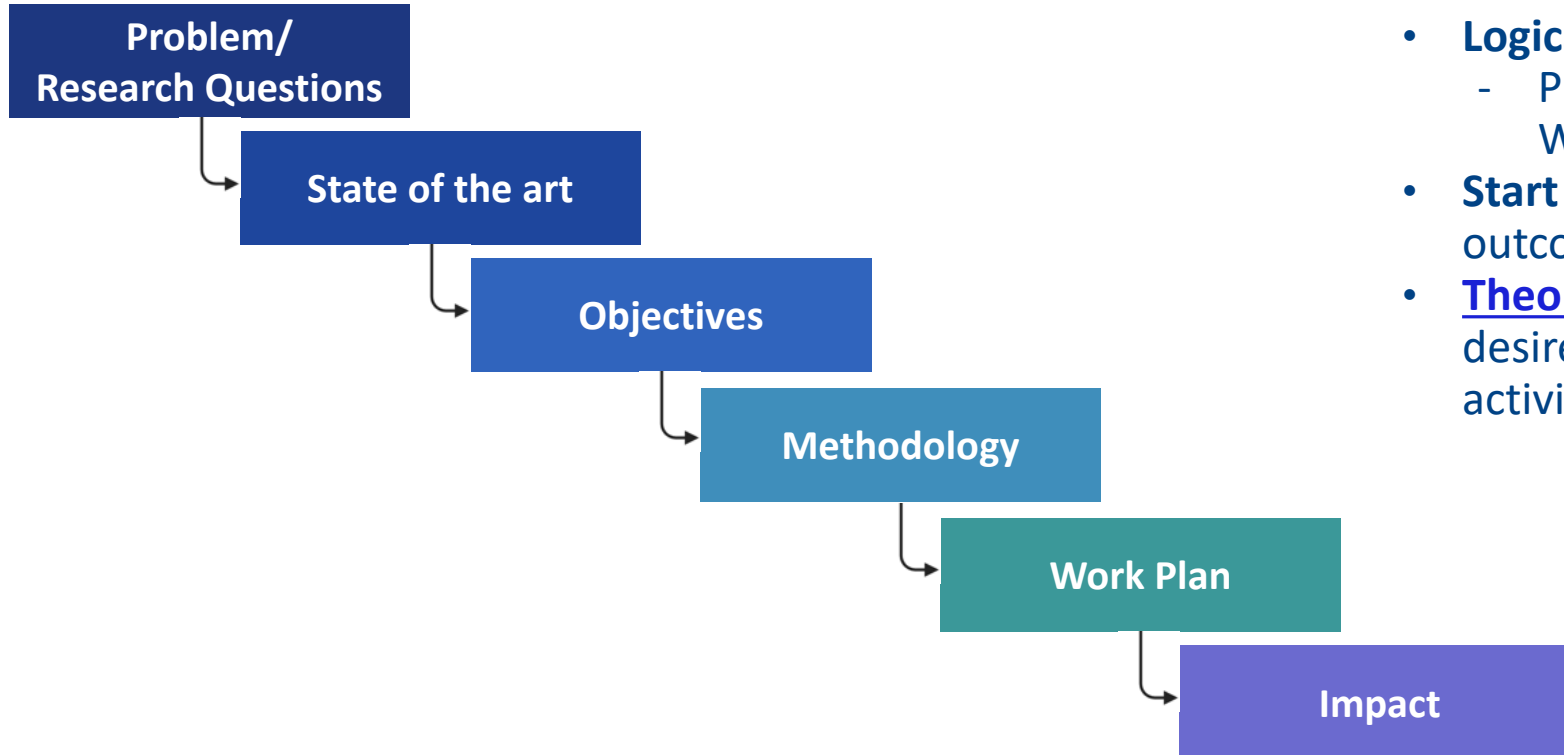
Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

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

Table 3.1j: 'In-kind contributions' provided by third parties

Participant Number/Short Name	Category	Cost (€)	Justification
	Select between Secured personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services		

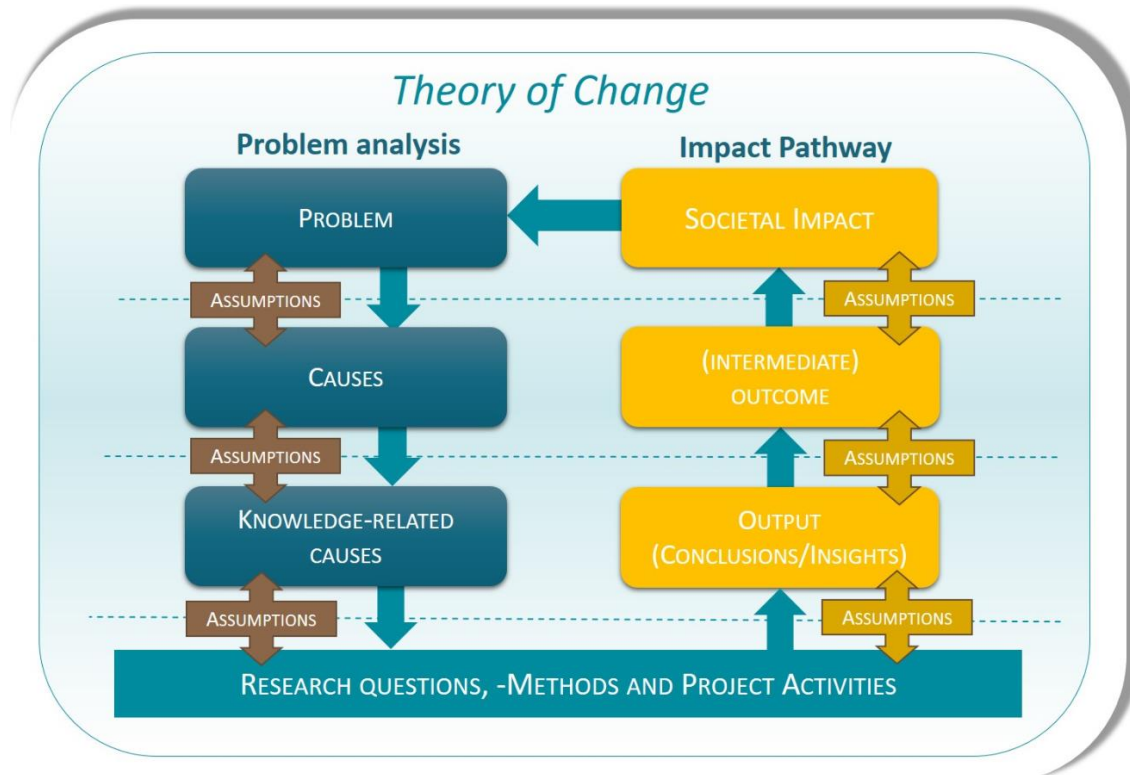
Laying the foundation: logical flow & impact planning



- **Logical Flow for the Proposal:**
 - Problem → Solution → Objectives → Work Packages → Deliverables → Impact.
- **Start with Impact:** Identify expected outcomes and impacts from the call.
- **Theory of Change:** Plan backward from desired impacts to define objectives and activities.

*Your project (planning)
starts here!*

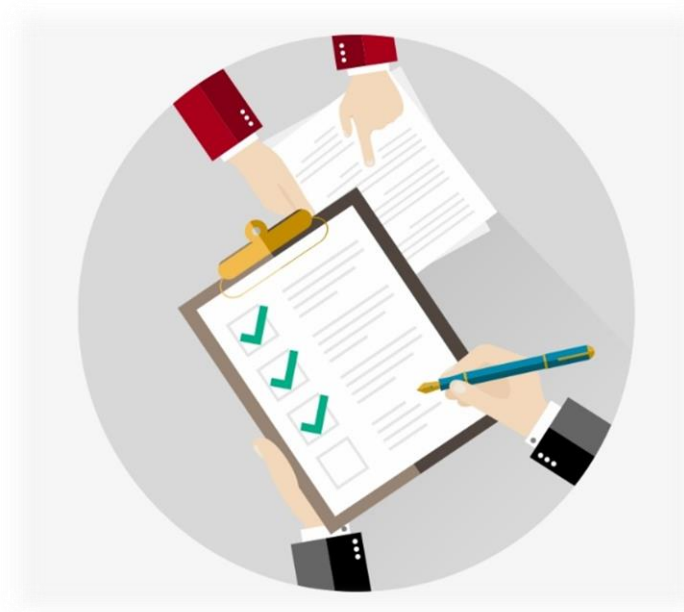
Pathway to Impact



- **Pathway to Impact:**
 - Define steps linking outputs (e.g., prototypes, publications) to outcomes and impacts.
 - Plan dissemination, exploitation, and stakeholder uptake strategies.
- **Impacts:**
 - Long-term societal, environmental, and economic effects beyond the project's duration.
 - Align with call priorities and Sustainable Development Goals (SDGs).
- **Outcomes:**
 - Medium-term results like adoption of technologies, policies, or behaviors.
 - Ensure uptake, diffusion, and deployment by stakeholders and end-users.
- **Outputs and Results:**
 - Deliverables such as prototypes, publications, and algorithms.
 - Ensure they are measurable, linked to objectives, and protectable as intellectual property.

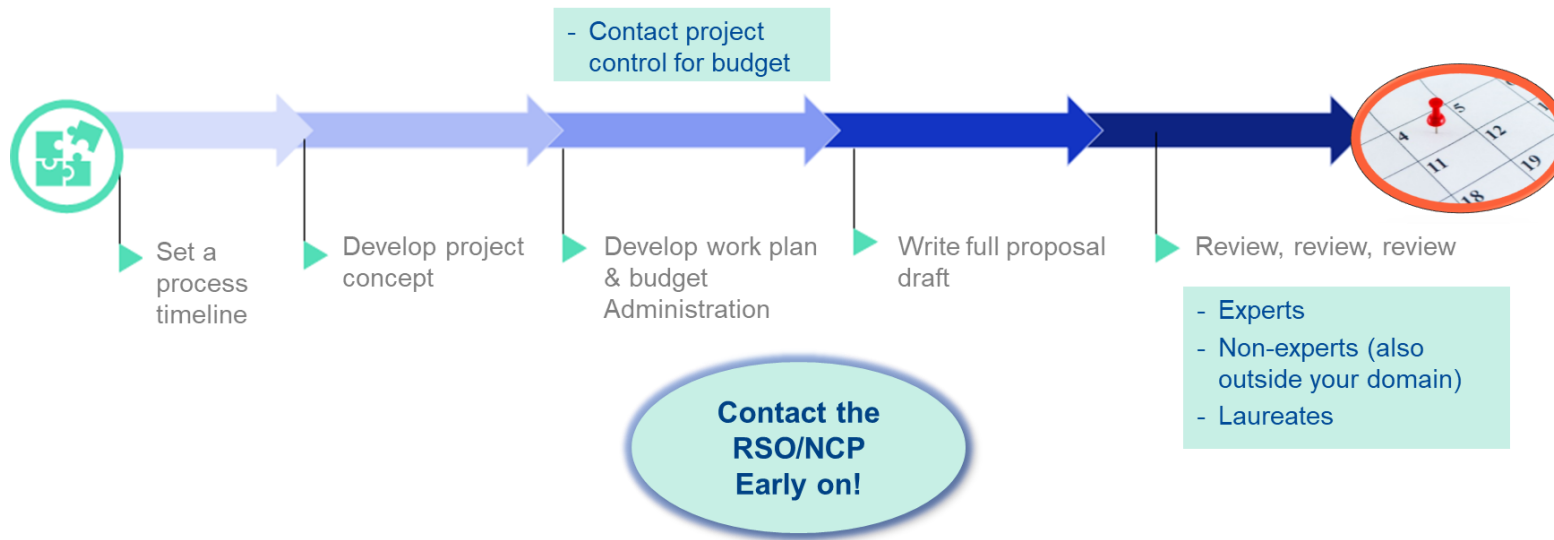
Tips for writing a winning proposal

- **General Guidelines**
 - Write for clarity: Avoid jargon; make it accessible to non-specialists.
 - Back claims with evidence: Use examples to show excellence and feasibility.
- **Make the Proposal Visually Engaging:**
 - Use figures, charts, and tables to break down complex ideas.
 - Ensure visuals are clear, professional, and readable in greyscale.
- **Maintain Consistency:**
 - Use uniform terminology, formatting, and numbering throughout.
 - Proofread carefully to eliminate errors or inconsistencies.
- **Common Pitfalls to Avoid:**
 - Avoid vague statements; provide specific details and measurable parameters.
 - Cut unnecessary repetition to keep the narrative concise.
 - Be realistic: Ensure your objectives, timeline, and budget are feasible and credible.



Keys to success

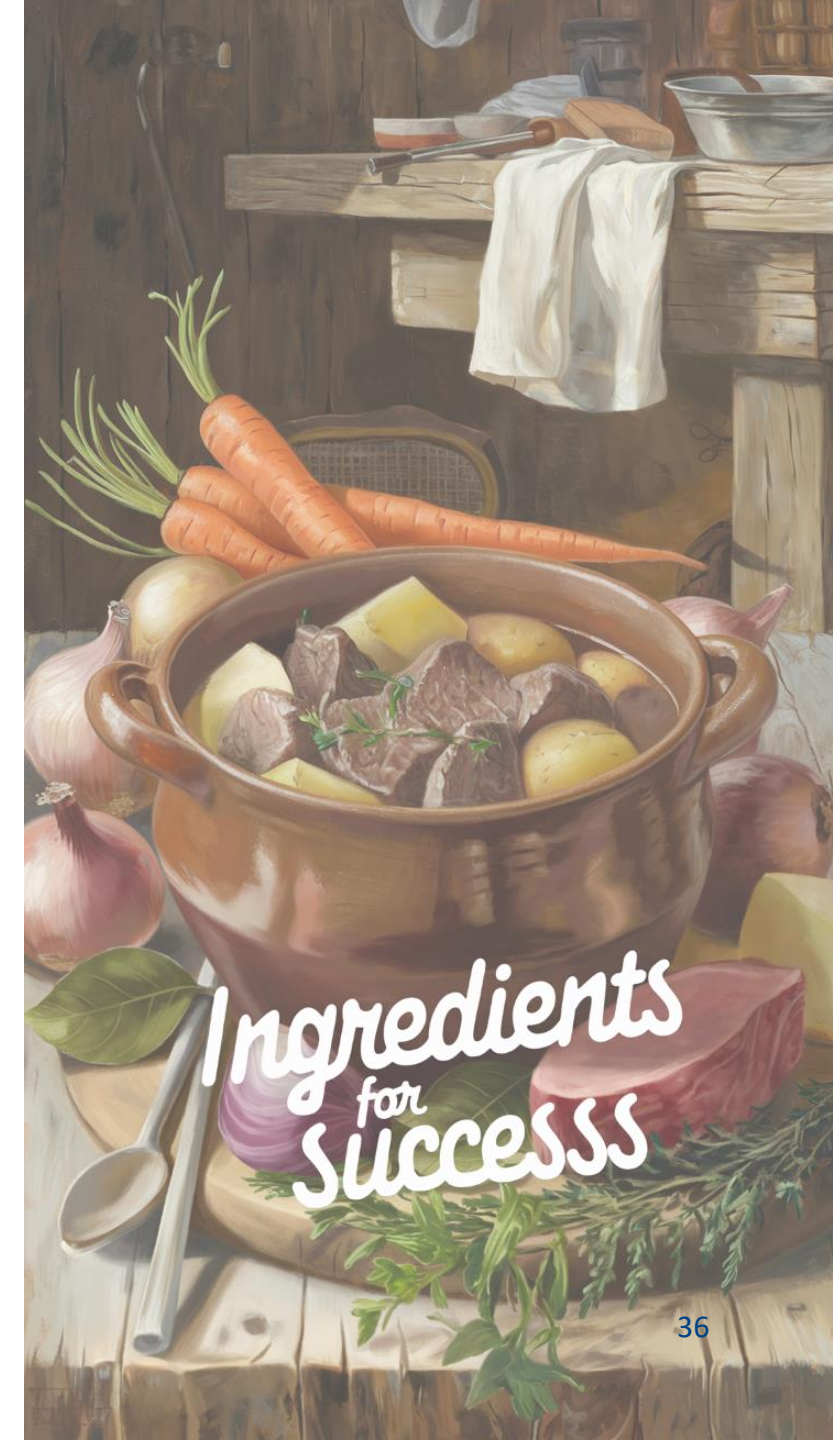
Planning



- **Rule of Thumb:** Start 6 months before the deadline; reserve 3 months for writing.
- Set milestones and build in buffer time for reviews.
- Identify go/no-go moments and when to involve others.
- Engage your **Research Support Office/National Contact Point** early for support and guidance.

Ingredients for success

- **Focus on Your Strengths**
 - Define your "niche within a niche" and align it with project excellence.
 - Identify relevant EU work programmes and funding instruments.
- **Build Your Network:**
 - Connect with EU officials, top scientists, and thought leaders.
 - Join EU associations and networks to expand visibility and partnerships.
- **Learn and Engage:**
 - Study background documents like policies and procedures.
 - Participate in EU evaluations and committees for insights and visibility.
- **Adopt the "BEST" Strategy:**
 - Best science.
 - Best partners (ad hoc to strategic alliances).
 - Best solutions aligned with EU policies and priorities.



Take home message

Road to EU project

Idea?

- Does your project provide mutual benefits for the EU and Korea?
- Discuss your idea with the RSO/NCP.
- Summarise your concept in a clear 2-pager.

EU funding programme

Opportunity?

- Do you have the best consortium?
- Does your project demonstrate significant impact potential?
- Is your track record strong and relevant?

Proposal

Proposal writing?

- Have you allocated sufficient time (200+ h)?
- Do you have access to professional guidance and feedback?



Take the next step: Horizon Europe awaits



UMC Utrecht





Open floor for questions



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