

# Understanding public funding options in Europe

TETRA Master Class  
02.03.2022

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Cluster 4 – Digital Industry and Space

## Who am I?



- ✚ Project Manager since 2013 in international cooperation funded projects in ICT [PICASSO, ClusMED] and of National Contact Points (NCP) [IdealIST'14, '18, '20, A2EIC].
- ✚ Coordinator FETFX, technical coordinator EFFECT
- ✚ Since 2016 NCP in H2020 “Information and Communication Technologies” and “Future and Emerging Technologies”.
- ✚ Since 2021 HE NCP in CL4 - Digital, Industry and Space (Competence Team Leader), EIC and EIE, and CL1 – Health, and Competence Team member in EIT
- ✚ As Trainer, Marta Calderaro hosted numerous training in Horizon Europe, Digital Europe Programme and Horizon 2020 (+50)

## Agenda

Webinar 1 - Understanding public funding options in Europe and how to decipher open call texts

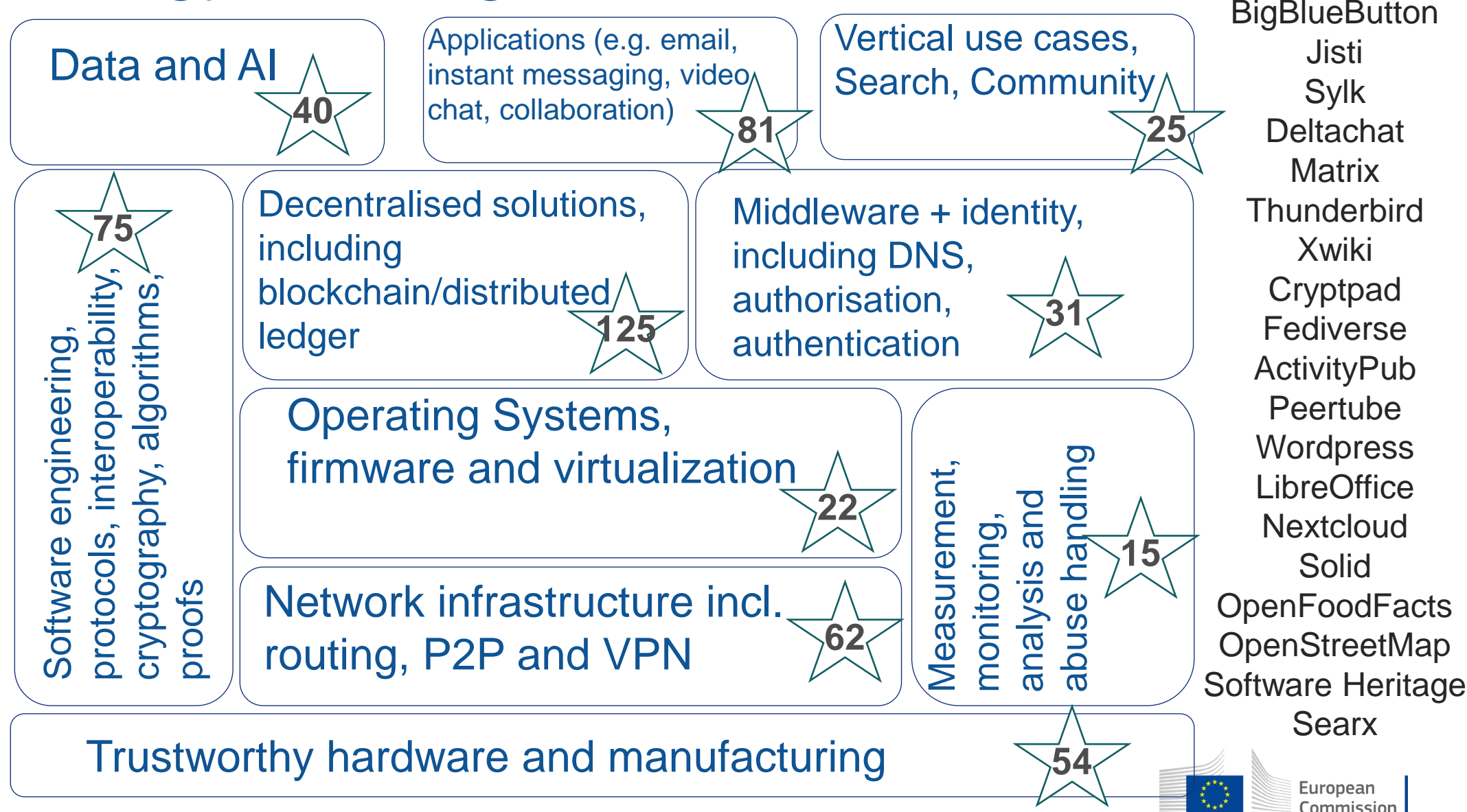
- 🔖 Overview of funding opportunities for SMEs/Startups in different programmes
- 🔖 Differences between the programmes
- 🔖 TIPS from a National Contact Point
- 🔖 Good practices/examples from SMEs/Startups already funded

## Understanding the audience



# Technology building blocks: internet commons

SSI  
DID  
IRMA  
IPFS  
F-droid  
Qubes OS  
Replicant OS  
Maemo Leste  
Scion  
Nixos  
PowerDNS  
OpenPGP  
Tor  
Let's connect  
Wireguard  
Nitrokey  
Libre SOC  
Balthazar  
RISC V SOC  
RISC V Phone



Figures based on 9 RIA portfolio analysis

## NGI and OSS and OSH

- ✚ The Next Generation Internet (NGI), a EU initiative with the goal of shaping Europe's digital development in an inclusive way based on European values, has received
- ✚ an investment of more than €250 million between 2018 and 2020 ranging from network infrastructures to digital platforms and social innovation.
- ✚ In its position paper on the scope of NGI, it pinpoints the importance of openness that should come together with innovation and cooperation (Next Generation Internet, 2019).
- ✚ NGI will invest in OSS and OSH in order to open up key technology components for increased transparency, security and resilience.
- ✚ As of December 2020, 450 awarded projects from third parties are OSSH and covering all the components of the IT stack.
- ✚ Third parties funded in the NGI programme are mostly individuals (54%) and micro-entreprise or SMEs (28%).



## NextCloud – an NGI success story

- ❏ Open Source end-user applications domain: It enables users to **synchronise data between computers, mobile devices and with the cloud**.
- ❏ As of 2020, Nextcloud is the most widely deployed **Open Source content collaboration platform**, and crossed €8 million in revenue
- ❏ It was conceived and incubated as ownCloud with the goal to improve the control users have over their cloud-stored data.
- ❏ After ownCloud received venture capital investments, conflicts arose between the developer community and the investors. In the resulting split, Nextcloud was created with a governance model that is oriented more closely on the **viability of both the commercial and volunteer community** (licensed under the AGPL-3.0 and does not require a contributor license agreement).
- ❏ Nextcloud is a **content collaboration platform, with security and privacy** focus. This enables a number of use cases that are otherwise not well-served.
- ❏ Large universities use it to provide collaboration platforms to their students. Public broadcasting stations and governments deploy it. Businesses use it to share sensitive data or to implement policies to keep company information off public cloud platforms. The availability of the complete source code under an OS license **facilitates security and compliance auditing** and ensures **long-term freedom to operate** for organisations investing into larger Nextcloud deployments.





# SHAPING EUROPE'S DIGITAL FUTURE

#DigitalEU



**We want the  
digital  
transformation to  
power our  
economy and we  
want to find  
European  
solutions at the  
Digital Age**





## 6 Commission priorities for 2019-24

### A European Green Deal

Striving to be the first climate-neutral continent



### A Europe fit for the digital age

Empowering people with a new generation of technologies

### An economy that works for people

Working for social fairness and prosperity



### A stronger Europe in the world

Europe to strive for more by strengthening our unique brand of responsible global leadership

### Promoting our European way of life

Building a Union of equality in which we all have the same access to opportunities.



### A new push for European democracy

Nurturing, protecting and strengthening our democracy

# Political Priorities



# EU Policy Framework

## 2018-19

- 25th April/14th June 2018  
Publication of the COM 137 (2018) – Artificial Intelligence for Europe; Launch of the EU AI Alliance; 1st Meeting AI High Level Group
- 12th September 2018  
EU Cybersecurity Industrial, Technology and Research Competence Centre and Network of National Coordination Centres.
- 7th December 2018  
Action Plan against Disinformation
- 26th March 2019  
Cybersecurity of 5G networks
- 8th April 2019  
Building Trust in Human Centric AI



## 2020

- 29th January 2020  
EU Secure 5G deployment
- 20th February 2020  
EU Digital Strategy  
AI White Paper & Coordinated Action Plan on AI  
European Data Economy Strategy
- 25th November 2020  
Data Governance Act
- 3th December 2020  
EU Media in the Digital Decade
- 15th December 2020  
Digital Markets Act  
Digital Services Act
- 16th December 2020  
EU Cybersecurity Strategy



## 2021-22

- 9th March 2021  
Digital Compass 2030
- 21th April 2021  
AI Regulatory Package (Updated AI Coordinated Plan, «Fostering a European approach to artificial intelligence Communication», AI Act – proposal of AI Regulation)
- 8th February 2022  
EU Chips Act proposal
- 23th February 2022  
EU Data Act proposal



# Digital Transformation with EU funding instruments

EU-wide collective effort					National regional and local			Financial instrument
Horizon Europe	Digital Europe	CEF	Creative Europe	Health	Cohesion	Agriculture Funds	RRF	InvestEU
Research Innovation	Strategic capacities: computing, data, testbeds, etc. Advanced digital skills EU-Wide deployment	Broadband and 5G roll out Connecting Communities	Creative industry Media	Telemedicine eHDSI	Digital connectivity in white and grey areas Support to enterprises in line with Smart specialisation Digital skills for all citizens	Making use of Big Data for CAP monitoring Broadband rollout in rural areas	Connect Scale-up Modernise Reskill and Upskill 20% digital	Leverage private capital for investments in SMEs, research, digital, infrastructure, skills...

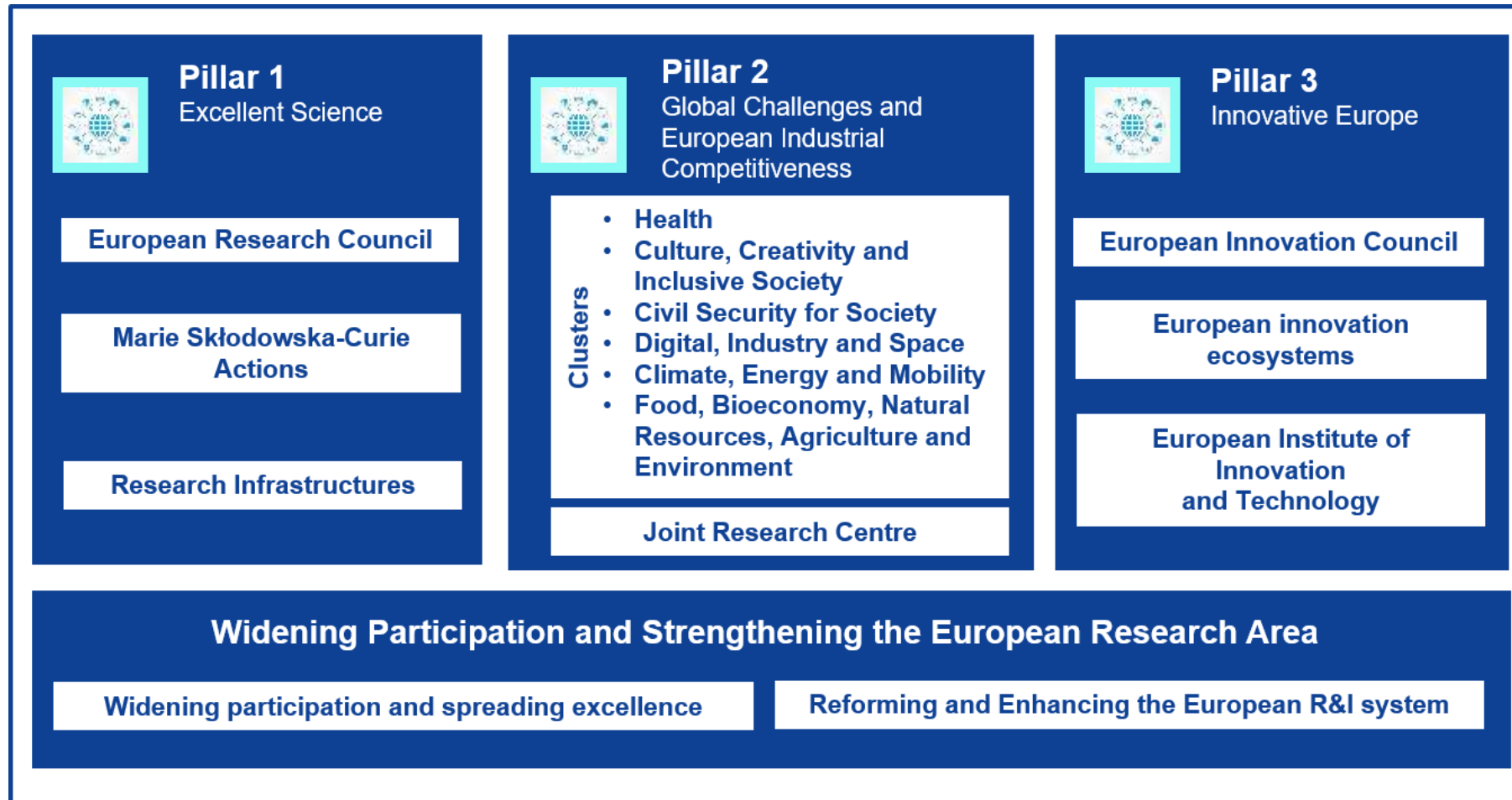
# Horizon Europe

THE NEXT EU RESEARCH & INNOVATION  
PROGRAMME (2021 – 2027)

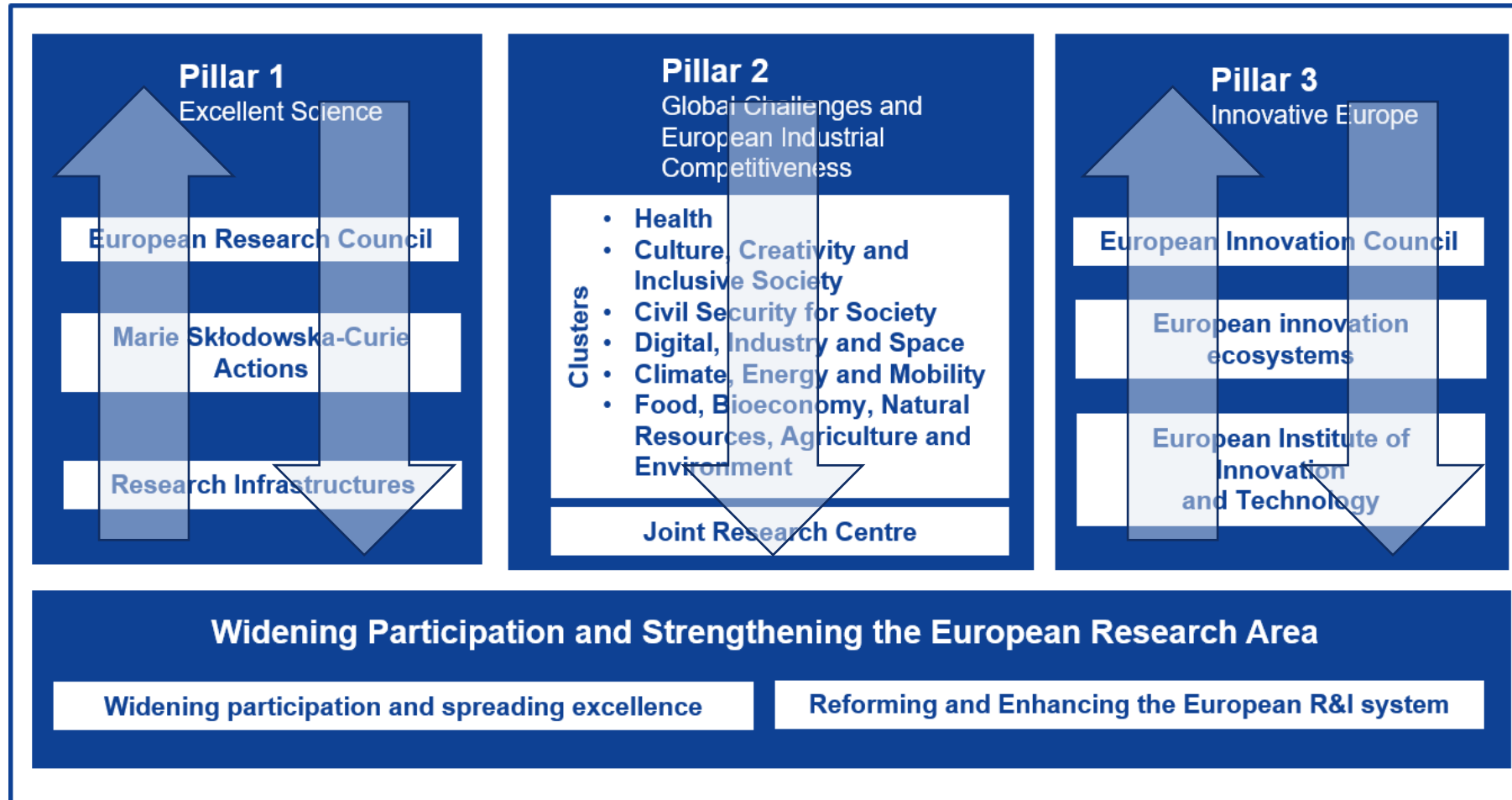




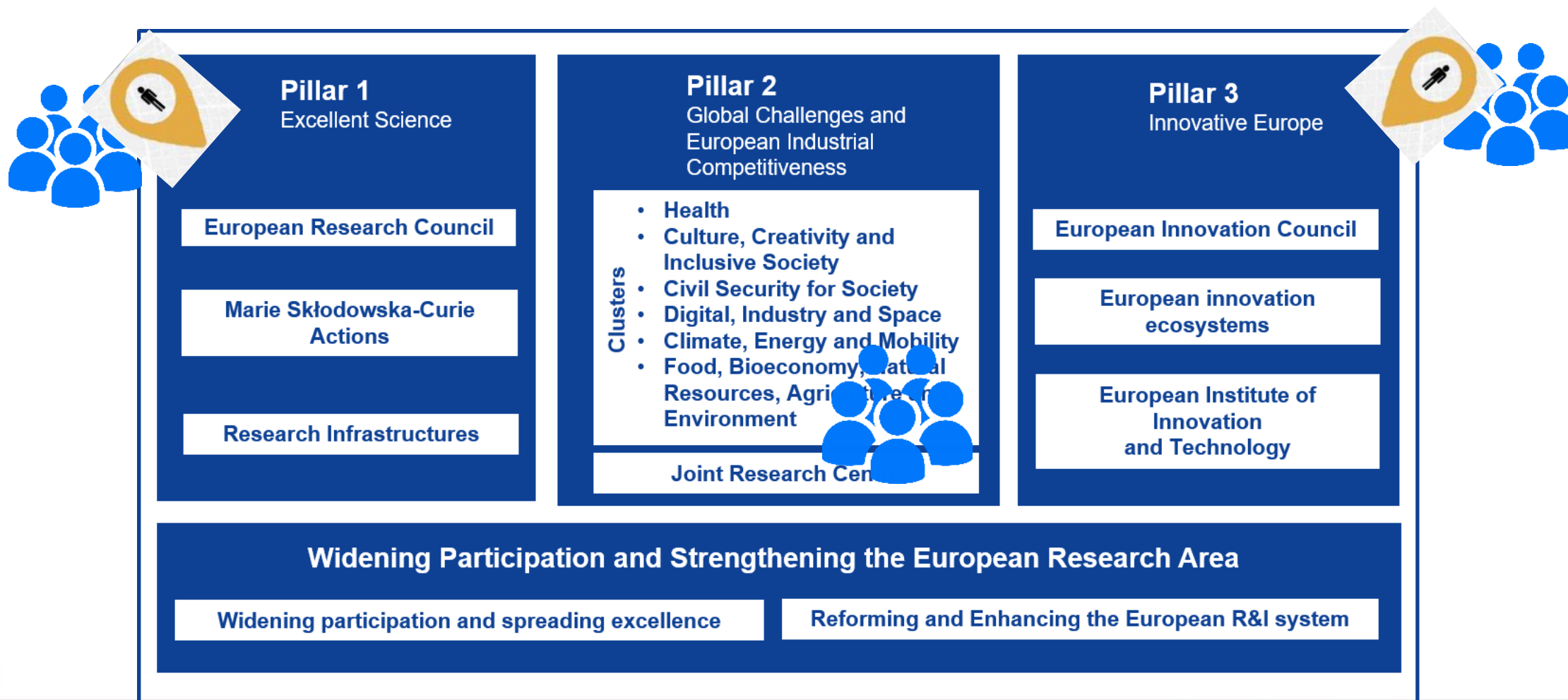
# Digital in Horizon Europe



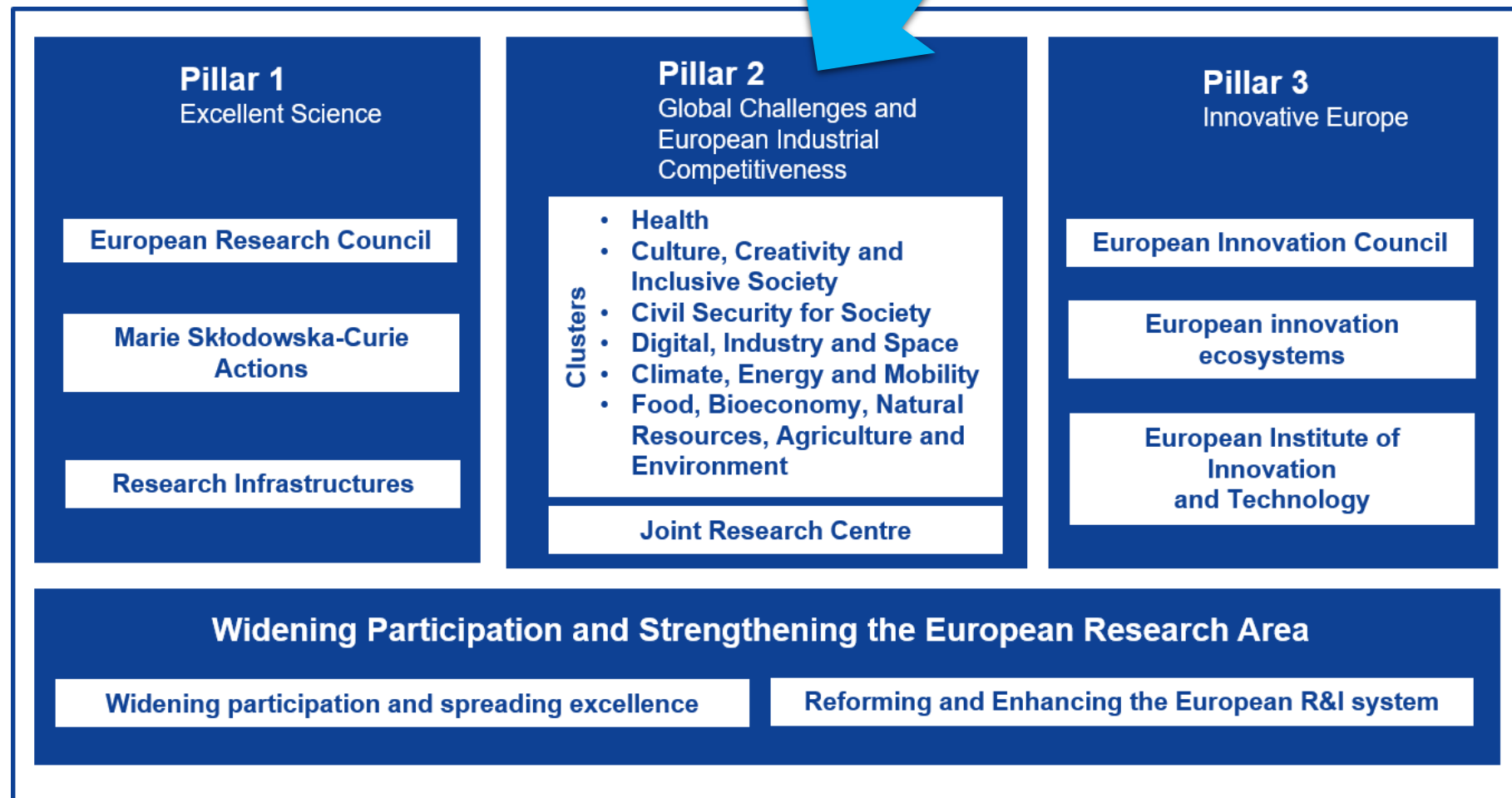
# Horizon Europe



# Horizon Europe

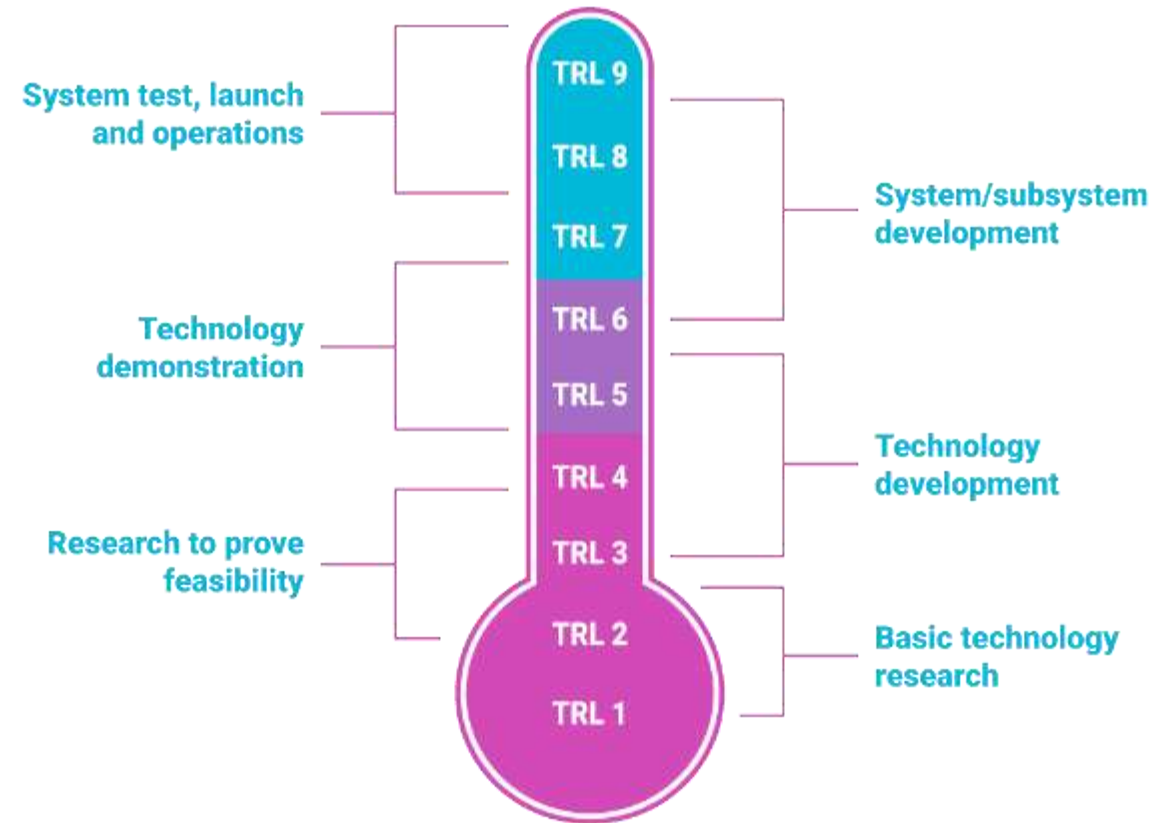


# Digital, Industry and Space



# HE Type of Actions

- Research and Innovation Actions - RIA**  
 100% Funding Rate + 25% Indirect Costs
- Innovation Actions - IA**  
 70% Funding Rate + 25% Indirect Costs  
 (with exception of no-profit entities)
- Coordination and Support Actions - CSA**  
 100% Funding Rate + 25% Indirect Costs



# How to participate

## Eligibility Condition for RIA and IA: Consortium composition

at least three independent legal entities established in three different Member States or Associated Countries, of which at least one is an independent legal entity established in a Member State

The association agreements with the following countries have now started to produce legal effects (either through provisional application or their entry into force) *(listed in alphabetical order)*:

1. Georgia
2. Iceland
3. Israel
4. Moldova
5. Montenegro
6. North Macedonia
7. Norway
8. Serbia
9. Turkey

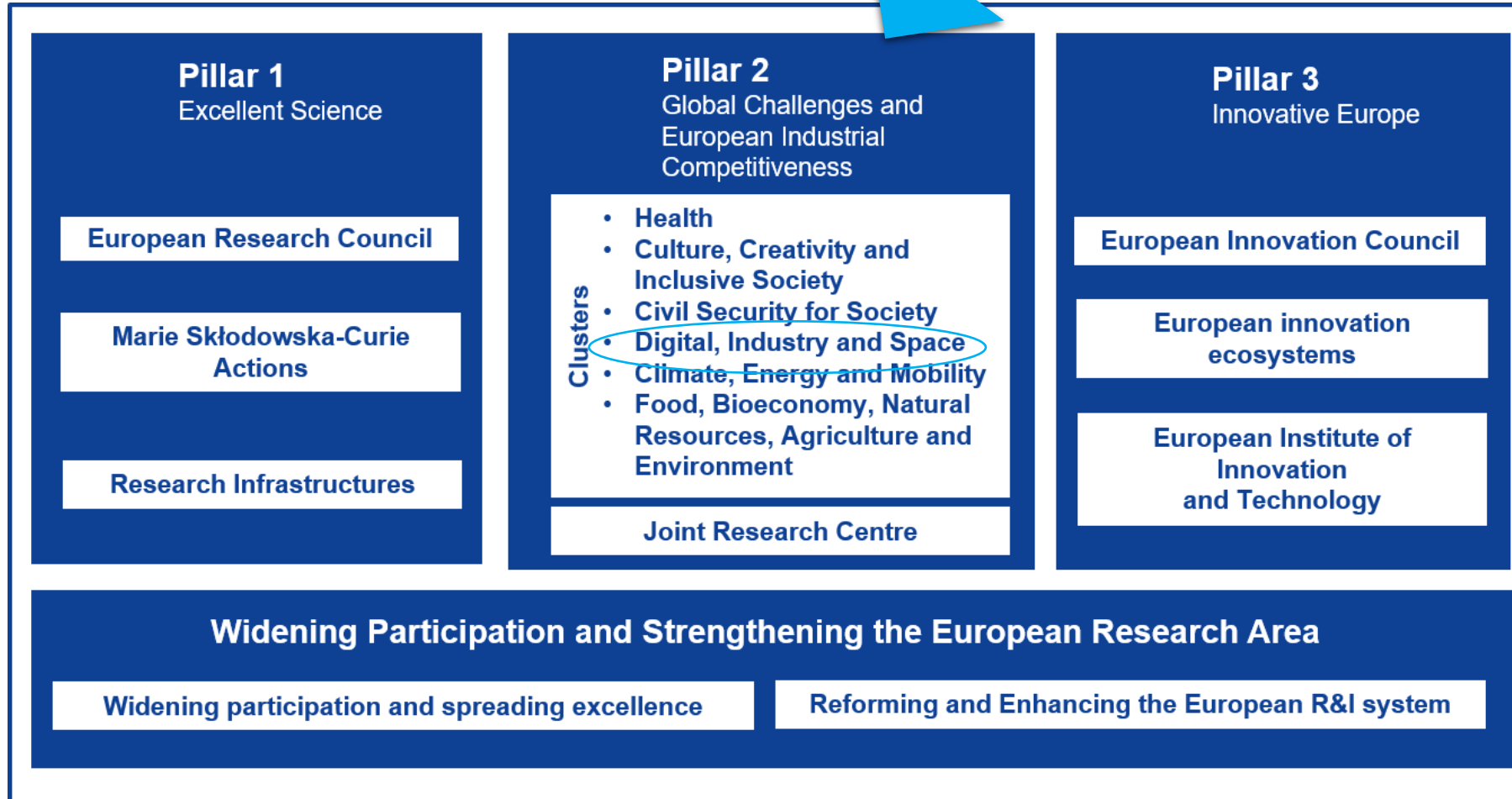


## International Cooperation with Horizon Europe Third Countries

- Low and middle income countries (with EU financial contribution)
- Other countries without EU funding



# Horizon Europe



# Cluster 4 – Work Programme Overview



D1 - Climate neutral,  
circular and digitized  
production

**TWIN-TRANSITION  
(KSO C)**

Manufacturing

Circularity in  
Process Industries

Construction

D2 - Increased  
autonomy in key  
strategic value  
chains for resilient  
industry

**RESILIENCE  
(KSO A)**

Green and  
Sustainable  
Materials

Raw Materials

Resilience of EU  
businesses

D3 - World leading  
data and computing  
technologies

**DATA (KSO A)**

European data  
space

Data analytics  
capacity

From Cloud to  
Edge to IoT

D4 - Digital and  
emerging  
technologies for  
competitiveness and  
fir for the Green Deal

**DIGITAL-EMERGING  
(KSO A)**

Electronics,  
Processors and  
Photonics

AI, data and  
robotics

Connectivity  
technologies

Emerging Techs  
(Quantum,  
Graphene)

D5 - Open strategic  
autonomy in  
developing, deploying  
and using global space-  
based infrastructures,  
services, applications  
and data

**SPACE (KSO A)**

Competitiveness  
of space systems

Galileo, Egnos,  
Copernicus and  
SSA, GOVSATCOM

Space  
entrepreneurship  
ecosystems

D6 - A human-  
centred and ethical  
development of  
digital and industrial  
technologies

**HUMAN  
(KSO D)**

AI based on trust

Internet of Trust

Extended Reality

Digital learning  
technologies

Cross-cutting

## Open Calls

- ✚ HORIZON-CL4-2022-DIGITAL-EMERGING-01-26: Open source for cloud-based services (RIA) [link](#)
- ✚ HORIZON-CL4-2022-DATA-01-03: Programming tools for decentralised intelligence and swarms (RIA) [link](#)
- ✚ HORIZON-CL4-2022-HUMAN-01-03: Internet architecture and decentralised technologies (RIA with FSTP) [link](#)
- ✚ HORIZON-CL4-2022-HUMAN-01-05: Next Generation Safer Internet: Technologies to identify digital Child Sexual Abuse Material (CSAM) (RIA) [link](#)
- ✚ HORIZON-CL4-2022-HUMAN-01-14: eXtended Reality Technologies (RIA) [link](#)
- ✚ HORIZON-CL4-2022-HUMAN-01-19: eXtended Reality Learning - Engage and Interact (IA) [link](#)
- ✚ HORIZON-CL4-2022-HUMAN-02-01: AI for human empowerment (AI, Data and Robotics Partnership) (RIA) [link](#)

## Clusters in 'Global Challenges and European Industrial Competitiveness'

Clusters	Areas of intervention	
Health	<ul style="list-style-type: none"> <li>Health throughout the life course</li> <li>Non-communicable and rare diseases</li> <li>Tools, technologies and digital solutions for health and care, including personalised medicine</li> </ul>	<ul style="list-style-type: none"> <li>Environmental and social health determinants</li> <li>Infectious diseases, including poverty-related and neglected disease</li> <li>Health care systems</li> </ul>
Culture, creativity and inclusive society	<ul style="list-style-type: none"> <li>Democracy and Governance</li> <li>Social and economic transformations</li> </ul>	<ul style="list-style-type: none"> <li>Culture, cultural heritage and creativity</li> </ul>
Civil security for society	<ul style="list-style-type: none"> <li>Disaster-resilient societies</li> <li>Protection and Security</li> </ul>	<ul style="list-style-type: none"> <li>Cybersecurity</li> </ul>
Digital, Industry and space	<ul style="list-style-type: none"> <li>Manufacturing technologies</li> <li>Advanced materials</li> <li>Next generation internet</li> <li>Circular industries</li> <li>Space, including Earth Observation</li> <li>Emerging enabling technologies</li> </ul>	<ul style="list-style-type: none"> <li>Key digital technologies, including quantum technologies</li> <li>Artificial Intelligence and robotics</li> <li>Advanced computing and Big Data</li> <li>Low-carbon and clean industry</li> <li>Emerging enabling technologies</li> </ul>
Climate, Energy and Mobility	<ul style="list-style-type: none"> <li>Climate science and solutions</li> <li>Energy systems and grids</li> <li>Communities and cities</li> <li>Industrial competitiveness in transport</li> <li>Smart mobility</li> </ul>	<ul style="list-style-type: none"> <li>Energy supply</li> <li>Buildings and industrial facilities in energy transition</li> <li>Clean, safe and accessible transport and mobility</li> <li>Energy storage</li> </ul>
Food, bioeconomy, natural resources, agriculture and environment	<ul style="list-style-type: none"> <li>Environmental observation</li> <li>Agriculture, forestry and rural areas</li> <li>Circular systems</li> <li>Food systems</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity and natural resources</li> <li>Seas, oceans and inland waters</li> <li>Bio-based innovation systems in the EU Bioeconomy</li> </ul>

An example:  
 HORIZON-CL3-2022-CS-01-02: Trustworthy methodologies, tools and data security “by design” for dynamic testing of potentially vulnerable, insecure hardware and software components  
[link](#)

# The European Innovation Council – 10b euros

## Pathfinder

- **Early stage research** on breakthrough technologies
- Grants up to €3/4 million
- Successor of FET (Open & Proactive)

## Transition

- **Technology maturation** from proof of concept to validation
- **Business & market readiness**
- Grants up to €2.5 million

## Accelerator

- **Development & scale up** of deep-tech/ disruptive innovations by startups/ SMEs
- Blended finance (grants up to €2.5 million; equity investment up to €15 million)
- Successor of SME instrument

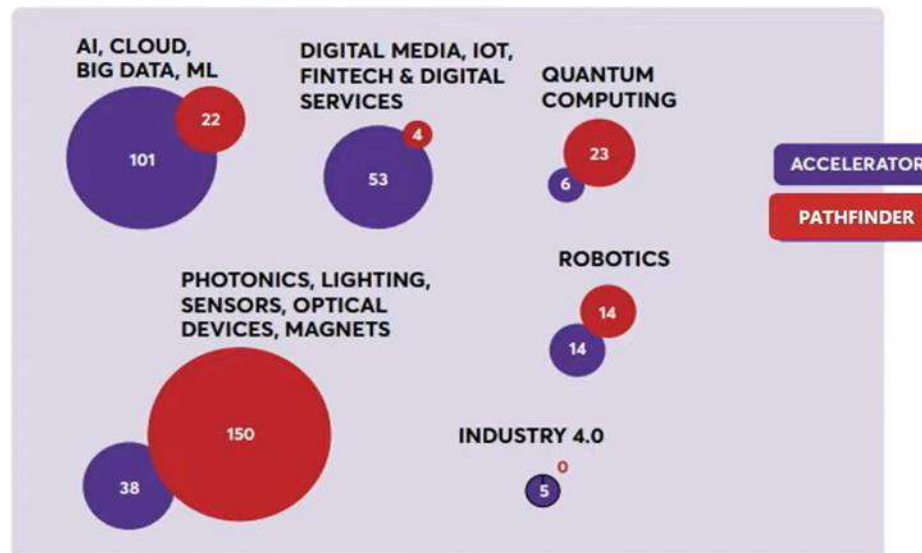
## Pillar 3 Innovative Europe

European Innovation Council

European innovation ecosystems

European Institute of Innovation and Technology

For Digital and Industry 5.0





**Pillar 3**  
Innovative Europe

European Innovation Council

European innovation  
ecosystemsEuropean Institute of  
Innovation  
and Technology

## A competitive digital Europe that is inclusive, fair and sustainable

We embody the future of innovation by mobilizing a pan-European multi-stakeholder open-innovation ecosystem of top European corporations, SMEs, startups, universities and research institutes, where students, researchers, engineers, business developers and investors address the technology, talent, skills, business and capital needs of digital entrepreneurship.

We build the next generation of digital ventures, digital products and services, and breed digital entrepreneurial talent, helping business and entrepreneurs to be at the frontier of digital innovation by providing them with technology, talent, and growth support.

EIT Digital answers specific innovation needs by, for example, finding the right partners to bring technology to the market, supporting the scale-up of digital technology ventures, attracting talent and developing their digital knowledge and skills.







# **DIGITAL** EUROPE PROGRAMME





## Compete globally

Other regions of the world invest huge amount of public capital in advanced technologies. For example, the US and China spend € 10-20 billion annually on AI alone



## Better address Europe's economic and societal challenges

E.g. climate, health, mobility and public services



## Achieve scale through collective co-investments

Given the size of investments needed, scale required and risks involved Europe needs to pool the resources together



## Ensure broad take-up of digital technologies across all regions of EU

In deploying latest technologies to offer best services to citizens and business



## Regain control over Europe's value chains

and ensure Europe's technological sovereignty



## Support SMEs to acquire or access the latest technologies and skills

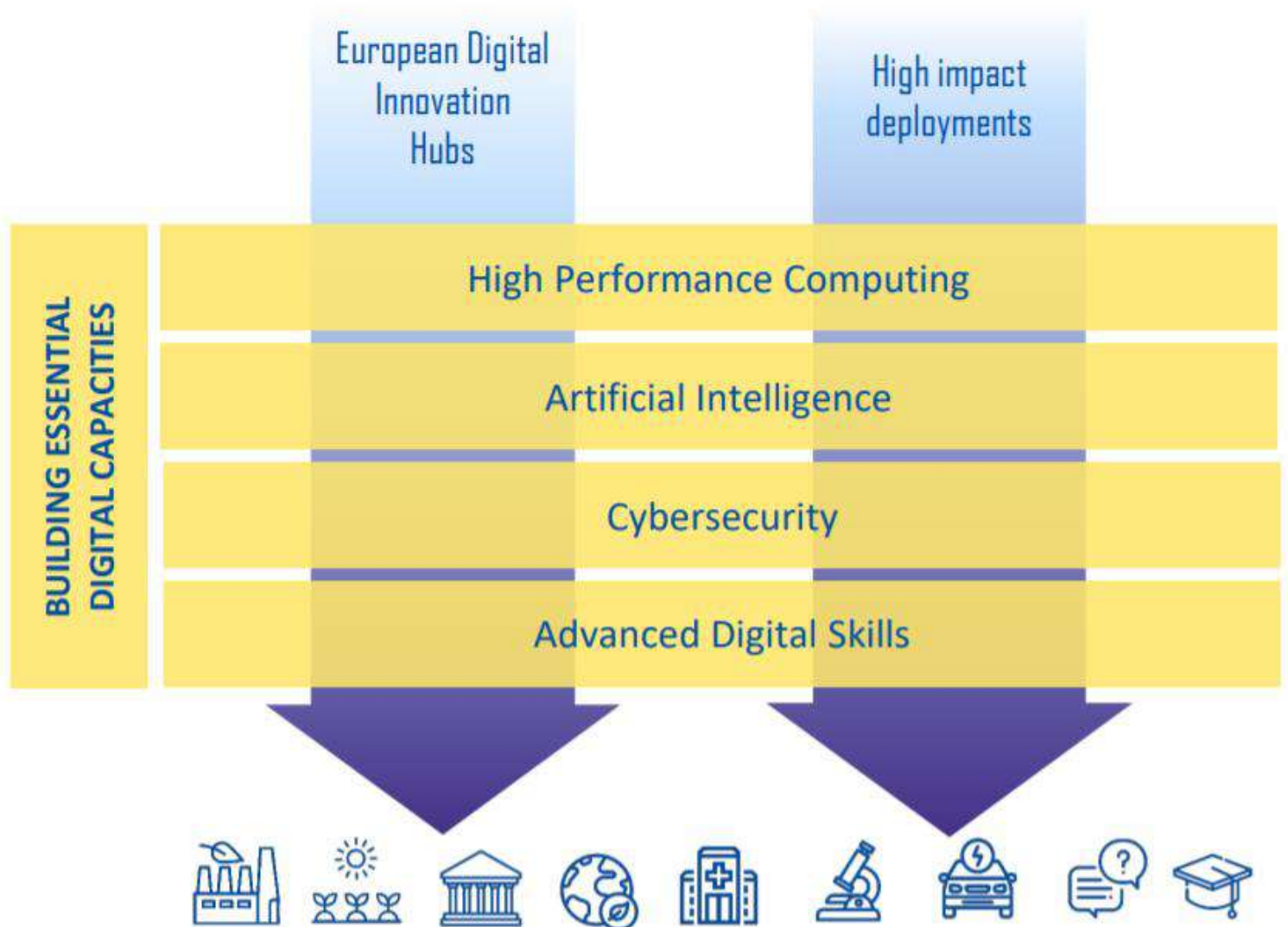
More than 400,000 EU vacancies in these fields





# Digital Europe programme structure

## ACCELERATING THE BEST USE OF DIGITAL TECHNOLOGIES



# In summary



## High-performance computing

- Procure exascale machines
- Upgrade existing supercomputers
- Quantum computing
- Widen the access to and use of supercomputing

## Artificial intelligence

- Data4EU : common Data Spaces, clouds, platforms and infrastructure
- Large Testing and Experimentation Facilities for Agriculture, health, mobility, manufacturing and AI edge HW
- AI-on-demand platform

## Cybersecurity

- Deploy competence centers network
- Cybersecurity shield, quantum communication infrastructure - QCI
- Certification schemes
- Cybersecurity tools

## Advanced digital skills

- Master courses
- Short term trainings
- Job placements
- Platform for Skills and Jobs

## European digital innovation hubs

- At least one per MS or associated country

## Deployments : emphasis on

- Destination Earth
- Actions in support to Green Deal
- New Digital Identity and further investments (CEF – ISA2) & Interoperability
- Blockchain
- Enhancing confidence in the digital transformation



## Type of Actions – Focus on CSA and Simple Grants

### Simple Grants

- The Simple Grants are a **flexible type of action used by a large variety of topics** and can cover most activities. The consortium **will mostly use personnel costs** to implement action tasks, **activities with third parties (subcontracting, financial support, purchase) are possible but should be limited.**
- Funding rate: 50% + 7% Indirect Costs
- Payment model: Prefinancing – (x) interim payment(s) – final payment

### SME Support Actions

- Type of action primarily consisting of activities directly aiming to **support SMEs involved in building up and the deployment of the digital capacities.** This type of action can also be used if SMEs need to be in the consortium and make investments to **access the digital capacities.**
- Funding rate: 50% except for SMEs where a rate of 75% applies; + 7% Indirect Costs
- Payment model: Prefinancing – (x) interim payment(s) – final payment

## Infodays

- Atti online dell' Infoday "Information and matchmaking day for Digital Europe Programme (DIGITAL) calls on sectorial TEFs" (28 Feb 2022) [link](#)
- "Building a common European data space for cultural heritage" (1 Mar 2022) [link](#)
- "Information and networking session: Health data space – federated European infrastructure for cancer images data" (8 Mar 2022) [link](#)
- "Hadea Info-session on second wave of Digital Europe Programme open Calls" ( 14 Mar 2022) [link](#)

🏠 Official Website [Digital Europe Programme](#).







## Hints from the NCPs

## An SME in collaborative projects



- ❏ False Myth - The SME will be eaten by major institutions:
- ❏ Prior to the proposal preparation, sign a NDA – Non Disclosure Agreement
- ❏ Verify potential issues with the [Intellectual Property Helpdesk](#), check their guidelines or ask to their Helpline
- ❏ The consortium is obliged to sign a Consortium Agreement, where background and foreground might be preserved ([DESCA Model](#))
- ❏ Several examples of collaborations to be checked in [Cordis](#), e.g. [Priviledge](#) project or [Decode](#) project

**CORDIS is the primary source of results from EU-funded projects since 1990**

## Giving people ownership of their personal data

DECODE provides tools that put individuals in control of whether they keep their personal data private or share it for the public good

[Find out more](#)



### What is DECODE?

Find out more about the project and the technology behind it

[Read more](#)

### Partners

DECODE is a consortium of 15 organisations from across the European Union

[Read more](#)

### DECODE in the media

Read media and news articles about DECODE

[Read more](#)

### Pilots

Find out more about what happened in DECODE's pilots in Amsterdam or Barcelona

[Read more](#)

### Discover DECODE technology

Technological innovation is the core of DECODE: discover open source and privacy-enhancing tools that have been developed within the project. The decentralized DECODE stack includes a cryptographic virtual machine, a blockchain stack, a modular mobile app







# How to get engaged




HOME ABOUT IDEAL-IST EVENTS


## ICT NCP NETWORK


Your Worldwide ICT Support Network


Ideal-ist, a network of National Contact Points, helps co-ordinate and support organisations worldwide with the European Commission's research programme Horizon 2020.


European Commission


Funding & tender opportunities  
Single Electronic Data Interchange Area (SEDIA)

SEARCH FUNDING & TENDERS ▾

HOW TO PARTICIPATE ▾

PROJECTS & RESULTS

WORK AS AN EXPERT

National Contact Points for Horizon Europe



Event organised by  
BRIDGE2HE  
with NCPs

HORIZON  
EUROPE

INFO DAYS 2021  
BROKERAGE  
CLUSTER 4  
DIGITAL & INDUSTRY

THE EU RESEARCH & INNOVATION PROGRAMME 2021 - 2027

EUROPEAN UNION

2 December 2021 - 3 December 2021

Horizon Europe - Digital &  
Industry - Face2face  
Brokerage







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# NGI

## GRANT WRITING MASTERCLASS

Understanding public funding options in Europe and how to decipher open call texts

# WEBINAR #1 (FVA)

## Understanding public funding options in Europe and how to decipher open call texts

- **How to read a call and focus on what is asked (FVA):**
  - Reading a topic/call
  - Benefits for SMEs/Startups
  - Barriers/Resistances/Worries/Risks
  - Partner search/How to prepare a USP to be involved in other consortia/what to disclose
  - How to describe logically your idea



## FVA (MY COMPANY)



- New media communication since 1990
- Involved in European Funded projects from 2000
- Specialized in communication, awareness, training, stakeholder engagement
- Sectors: Circular Bioeconomy, ICT, training, social challenges, innovation

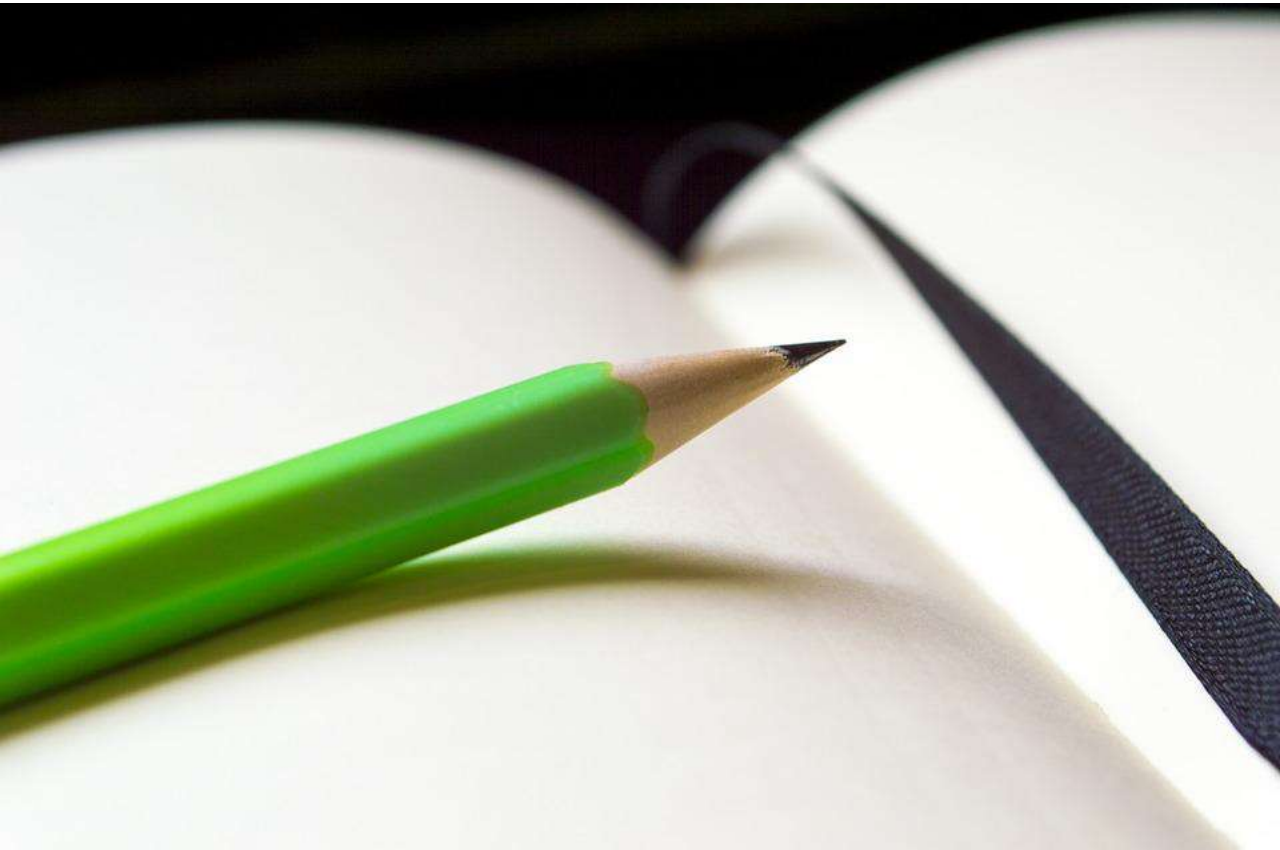


## WHO I AM

- FVA partner since 1995
- Responsible for new projects
- Evaluator for the European Commission
- Communication expert for sustainability

Share the experience of a small enterprise in the design and management of projects (more than 20 projects)

## EXPERIENCE IN EU FUNDED PROJECTS



- More than 20 projects
- Different programs (from 4th Framework Program to Horizon Europe, Erasmus +, COSME, etc.)
- WP Leader



## ADDED VALUE FOR A SME



- International Collaborations
- Visibility
- New exploitable assets
- New knowledge and networks
- Economic continuity (eg. COVID-19)
- 
- Co-financing of investments

## BARRIERS FOR A SME




- Time/Investment
- Get into the business (credibility, solidity, networks)
- Bureaucracy/Mistakes
- Understanding how it works (many aspects are taken for granted)
- Risks (the project coordinator running away with pre-financing funding, closed projects, IPR protection, etc.



## HOW WE DECIDE

- Strategic project for the company
- Connection / continuity with current activities
- Partnership (previous collaborations, quality, etc.)
- Expected results (impacts, quality, visibility)
- Intellectual motivation (opportunity to learn)



We participate to 6/7 proposals every year

We write 2 proposal

We win 2/3 projects a year

# PROPOSAL WRITING





OR PROPOSAL WRITING?



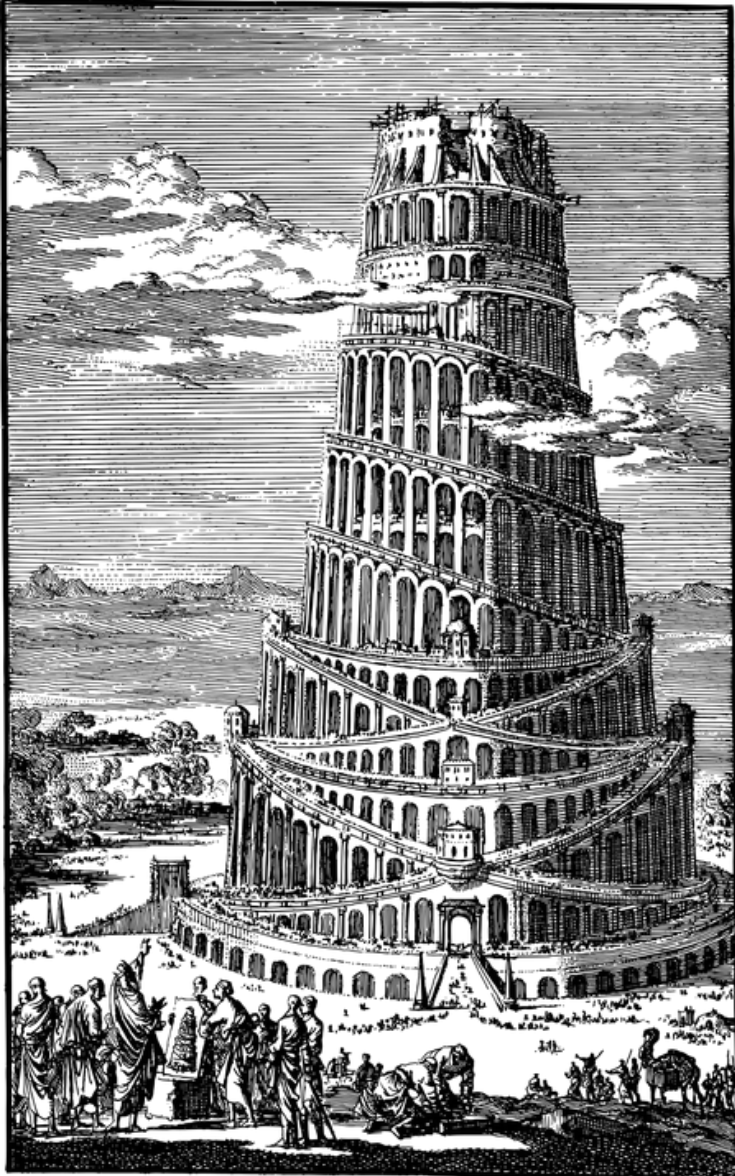
# PROPOSAL WRITING



- Creative
  - Stimulating
  - Exciting
- 
- Tiring (nights)
  - Frustrating (the dilemma of the too short blanket)



# WHICH PROGRAM?



Each program has different:

- logic and purpose
- language (used and to be adopted)
- success logics
- financial reporting logics

## WHICH PROGRAM?



TIP: For the first time, go with someone who already speaks the local language!



## IDENTIFYING THE PROGRAM AND THE TOPIC



- Choosing the program based on the business objectives to be achieved
- Understanding the reference policies (rational)
- Understanding the expected impacts

## What you need to know to write a good proposal

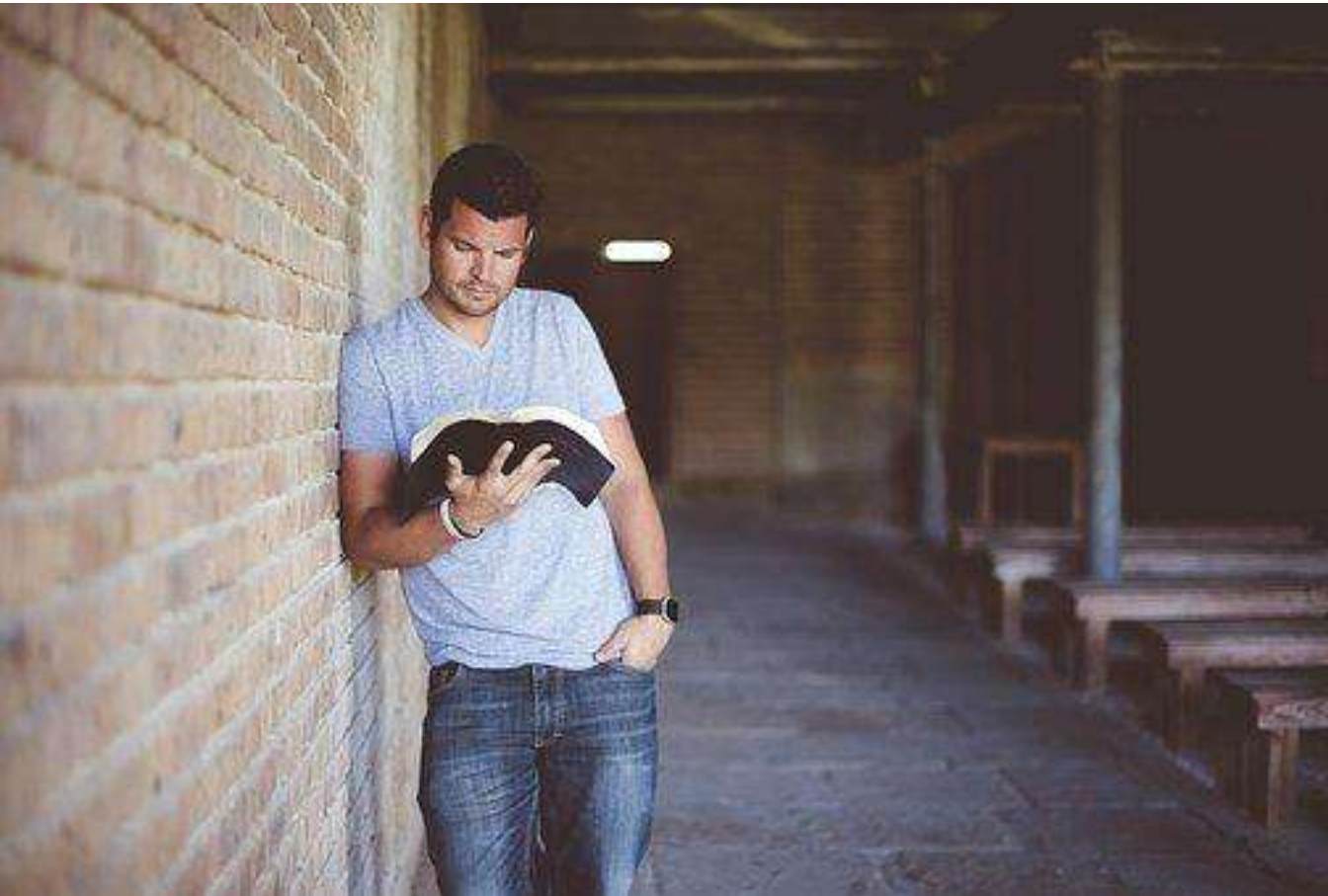
“To write, you need to know how to read”

*Chiara Pocaterra, APRE*

“To have a good project in mind and to describe it clearly”

*Iakovos Delioglakis, Focus, Q-Plan*

# KNOWING HOW TO READ



- Each word has a meaning
- Avoid confirmation bias
- Analyzing a topic thinking about:
  - Which documents are you referring to?
  - Who is mentioned? Why?
  - What is my USP with regards to the topic?
  - Who else do I need?



## Which documents does the project refer to?



- Read the Workprogramme
- What is the reference call? Why?
- Read the referenced policy documents mentioned
- Search for keywords on google and understand the reason for that topic (often results of workshops, recommendations, studies, etc.)
- What are the Cross-cutting Priorities? Why are they there?



## Who is mentioned? Why?



- If other projects / initiatives are mentioned, look for alliances
- If you are the project mentioned, be explicit about how you will leverage the results of the existing project to create new impacts or knowledge.



## What is my USP with regards to the topic?



- What UNIQUE can we offer with regards to the topic?
- What elements could be an added value compared to (many) competitors?
- Where do we start from (that others don't have)?

If you propose yourself, prepare a partner profile responding to the topic (no generic partner profiles)

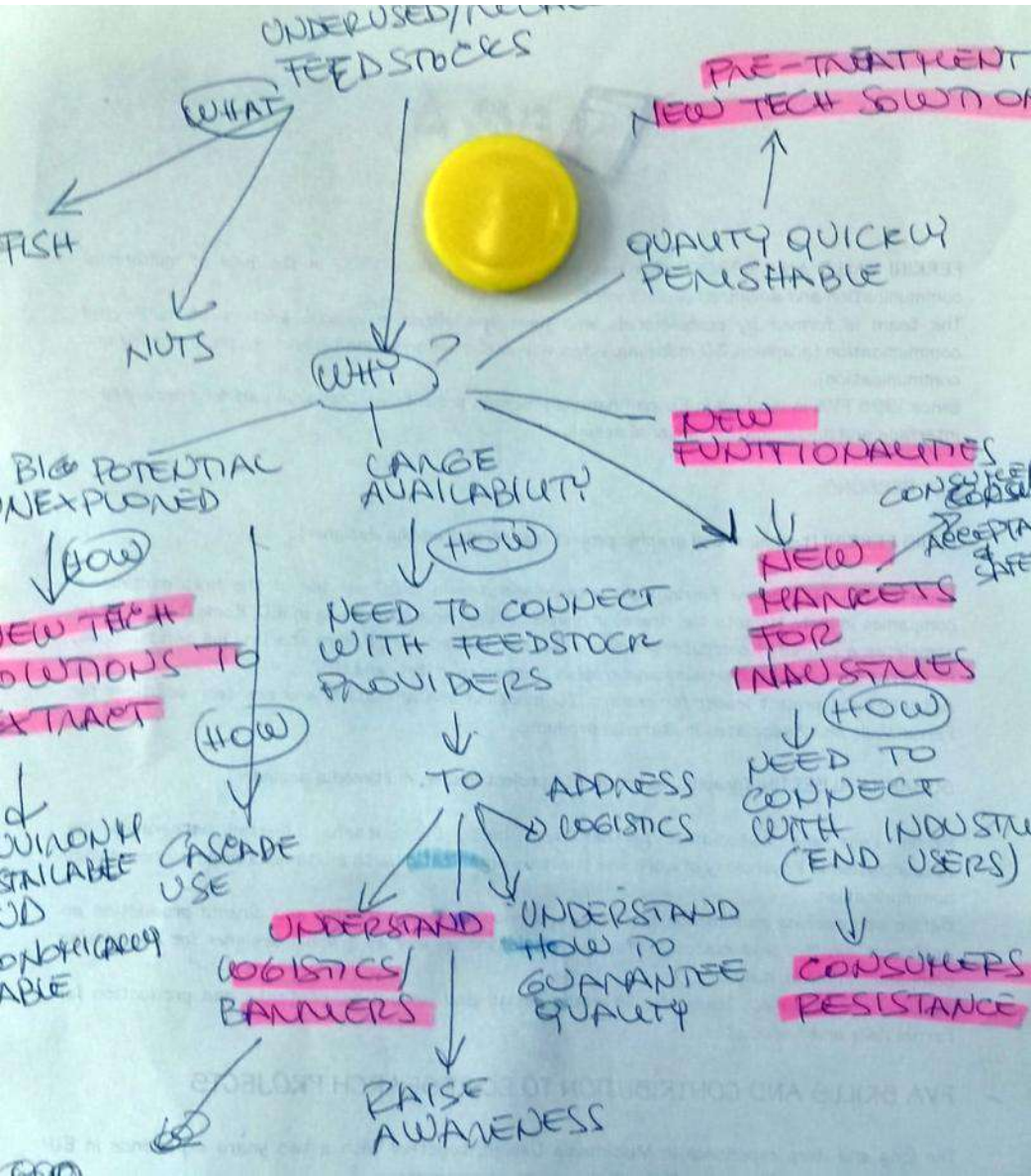
## Who else do I need?



- Create a first list of 4/5 partners who are recognized with regards to the focus of the topic
- Move fast (draft workprogrammes)
- Beware of ubiquitous people (they read your proposal and are in other consortia)



# CONCEPTUAL MAPPING



- What are the objectives to be achieved? (Strategic) (WHAT FOR)
- How do we reach them (activities / Tasks, interconnected) (HOW)
- With what impacts? (WHAT)

# CONCEPTUAL MAPPING

<b>WHAT FOR</b> The purpose of your communication activity	<b>TO/WITH WHOM</b> Your target audience	<b>WHAT</b> The contents (based on the 2 previous dimensions)	<b>HOW</b> The activities, channels and methodologies	<b>WHEN</b> The timeframe and periodicity
			Described in WPs and Tasks + KPI	Gantt chart

## REMEMBER THAT...



A well-written proposal **helps us work well** during implementation (eg. Clarifying who does what, having a logical flow between activities, planning outcomes and impacts)



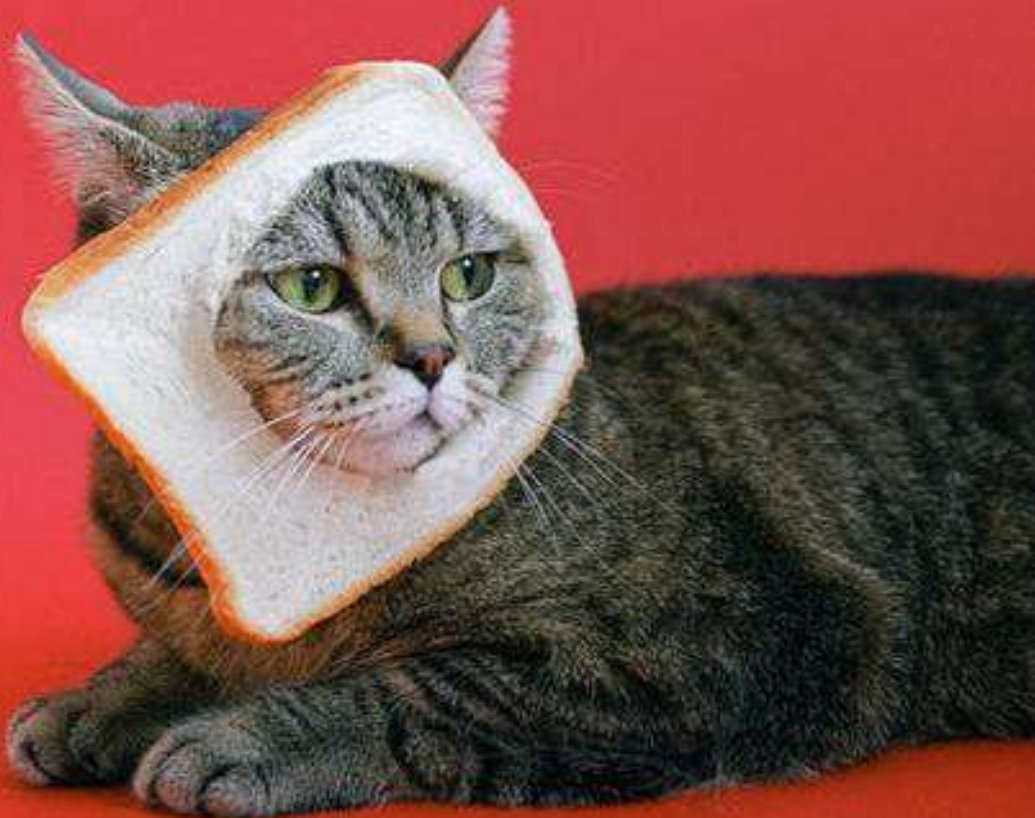
## OUR WRITING METHOD



1. Reading, Commenting, Reading again
2. Writing strategic (topic) and operational objectives to achieve them (WP and Tasks) and impacts
3. Mapping operational objectives and necessary skills
4. Mapping skills and partners
5. Sharing the concept (in detail - workshop)
6. Asking for contributions
7. Consolidating contributions in an integrated vision
8. Reading again the proposal (devil / evaluator's eye)
9. Cutting/Changing - no regrets!



## NEW HORIZON EUROPE TEMPLATE



- Half length (70 to 45, 50 to 30 pages)
- Sections 4 and 5 disappeared from Part B
- Impact > specific canvas
- Gender Equity Plan (GEP)
- October 2021 first time for everyone

## IT COULD BE WORSE

- USAID/INVEST > PPT 10 pages max
- No template



# OBJECTIVES

- Clear
- Pertinent (workprogramme and topic)
- Realistically achievable
- Measurable (specify KPIs consistently)





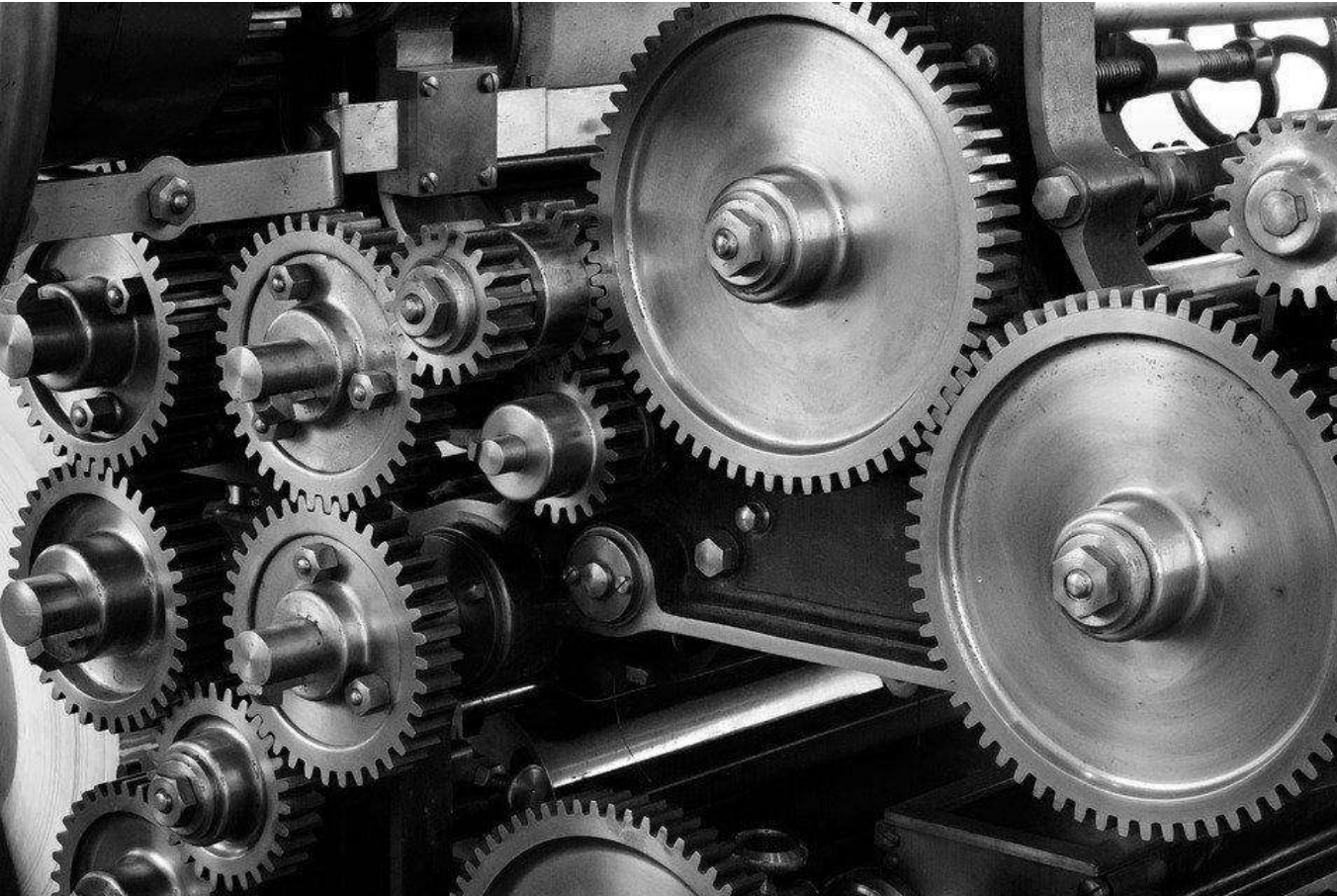
## COMMUNICATION E DISSEMINATION



But you should also address:

- Sustainability
- Exploitation
- Stakeholder engagement
- Collaboration with other projects and exploitation of results





## HOW EVALUATION WORKS

- Individual phases and discussion
- Shortcomings and weaknesses mechanism
- Short time to evaluate. In the first few minutes you get an idea > Clarity in the objectives.
- The evaluators jump from one part of the proposal to the other
- Images, graphs, connections





## THE MOST COMMON TRAPS

- Great project (too bad it doesn't answer to the topic)
- Lack of definition of USPs
- Lack of consistency between the various parts (e.g. KPI)
- Who does what?
- Make everyone happy and have a frayed proposal
- Being too much self-referential
- Missing to consider risks and mitigation





# Q&A

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