



Module 2: Project proposal development in Horizon Europe

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STEMWISE

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Module 2: Project proposal development in Horizon Europe

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Introduction

Question: Why do you do research?

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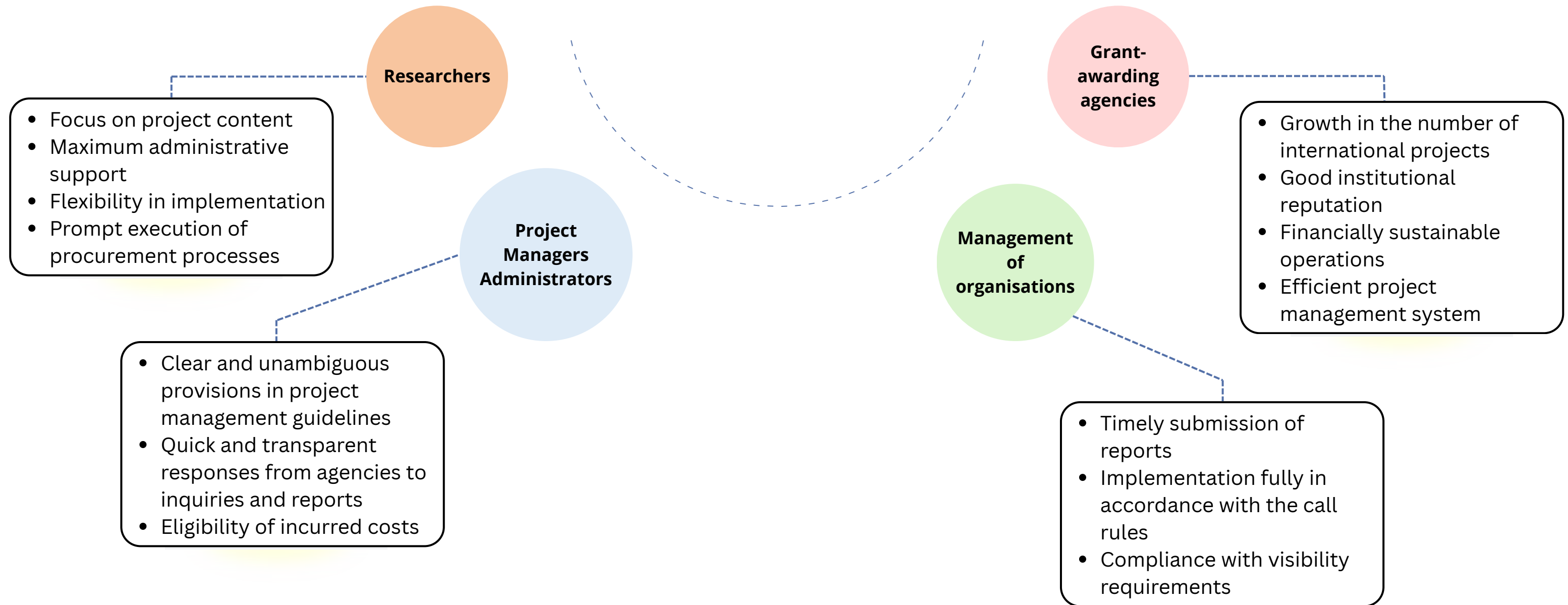
Question: Why do you do research?

Which of the following is most likely to give you a sense of satisfaction during the research process?

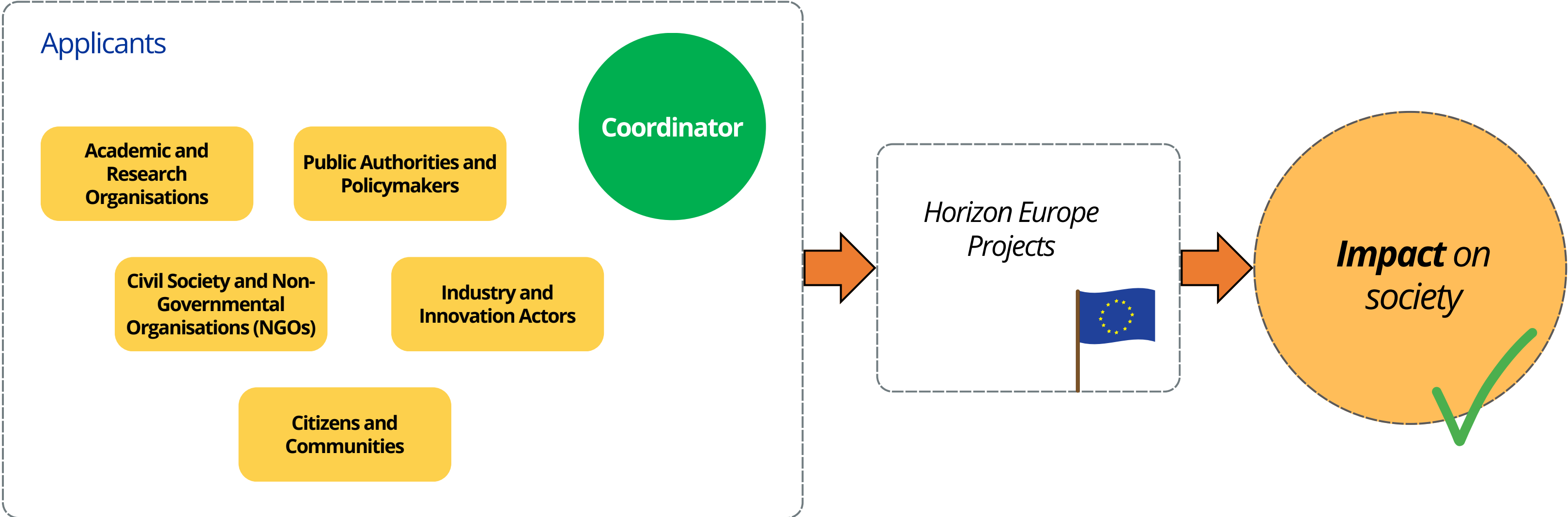
1. **Discovering new insights.**
2. Seeing how **my research contributes** to **solving real-world problems.**
3. Successfully overcoming challenges in the research process.
4. **Sharing my findings** and **getting positive feedback** from others.
5. **Collaborating** effectively with peers and mentors.
6. Watching my initial idea develop into meaningful results.
7. Feeling that my work adds value to my field or community.



Stakeholder Interests in the Implementation of Research and Innovation Projects

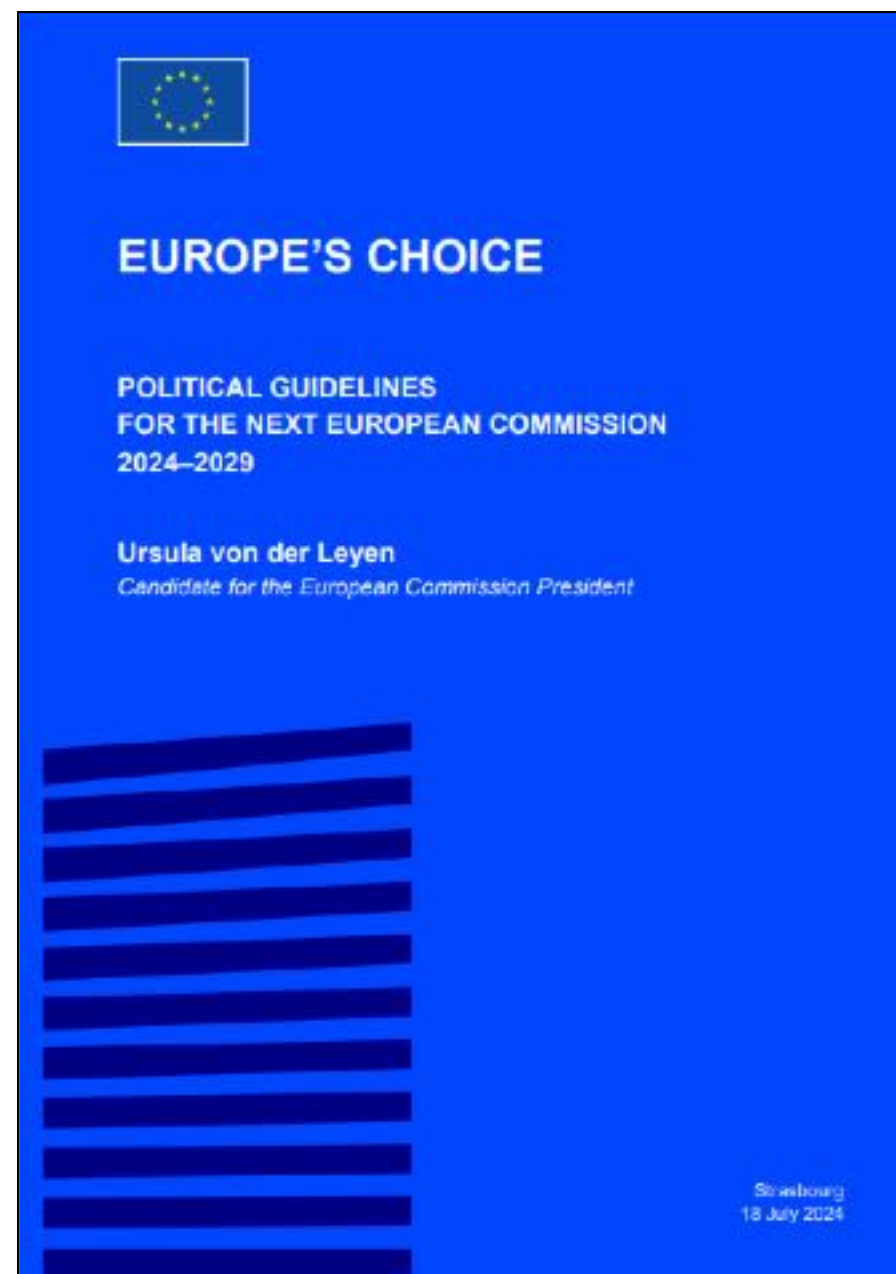


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Horizon Europe projects must simultaneously deliver scientific/technological Excellence, and contribute to future Impacts.

European Union priorities 2024 - 2029



Europe is facing significant challenges, from **rising costs of living** and **housing shortages** to **business and migration management**. These challenges are further intensified by broader **societal, environmental, security, and economic shifts**.

In response, the European Commission has set ambitious goals for 2024-2029 and beyond, guided by seven key priorities.

European Union priorities 2024 - 2029



A new plan for Europe's sustainable prosperity and competitiveness

Driving growth through innovation, investment, digital leadership, and a circular, resilient economy that supports skilled jobs and competitive industries.



A new era for European Defence and Security

Building a stronger European Defence Union to ensure citizens' safety, address online and offline threats, strengthen borders, and manage migration fairly.



Supporting people, strengthening our societies and our social model

Promoting social fairness, solidarity, and equal opportunities to strengthen communities, support youth, and sustain Europe's quality of life.



Sustaining our quality of life: Food security, water and nature

Developing a resilient, sustainable food system, protecting biodiversity, supporting farmers, and strengthening climate preparedness.



Protecting our democracy, upholding our values

Protecting democracy and the rule of law, strengthening societal resilience, and promoting civic participation in policymaking.



A global Europe: Leveraging our power and partnerships

Expanding the EU's global role through enlargement, stronger partnerships, and a modernised economic and foreign policy that promotes peace and stability.



Delivering together and preparing our Union for the future

Creating a simpler, results-oriented EU budget, implementing key reforms, and strengthening cooperation between EU institutions for more effective delivery.

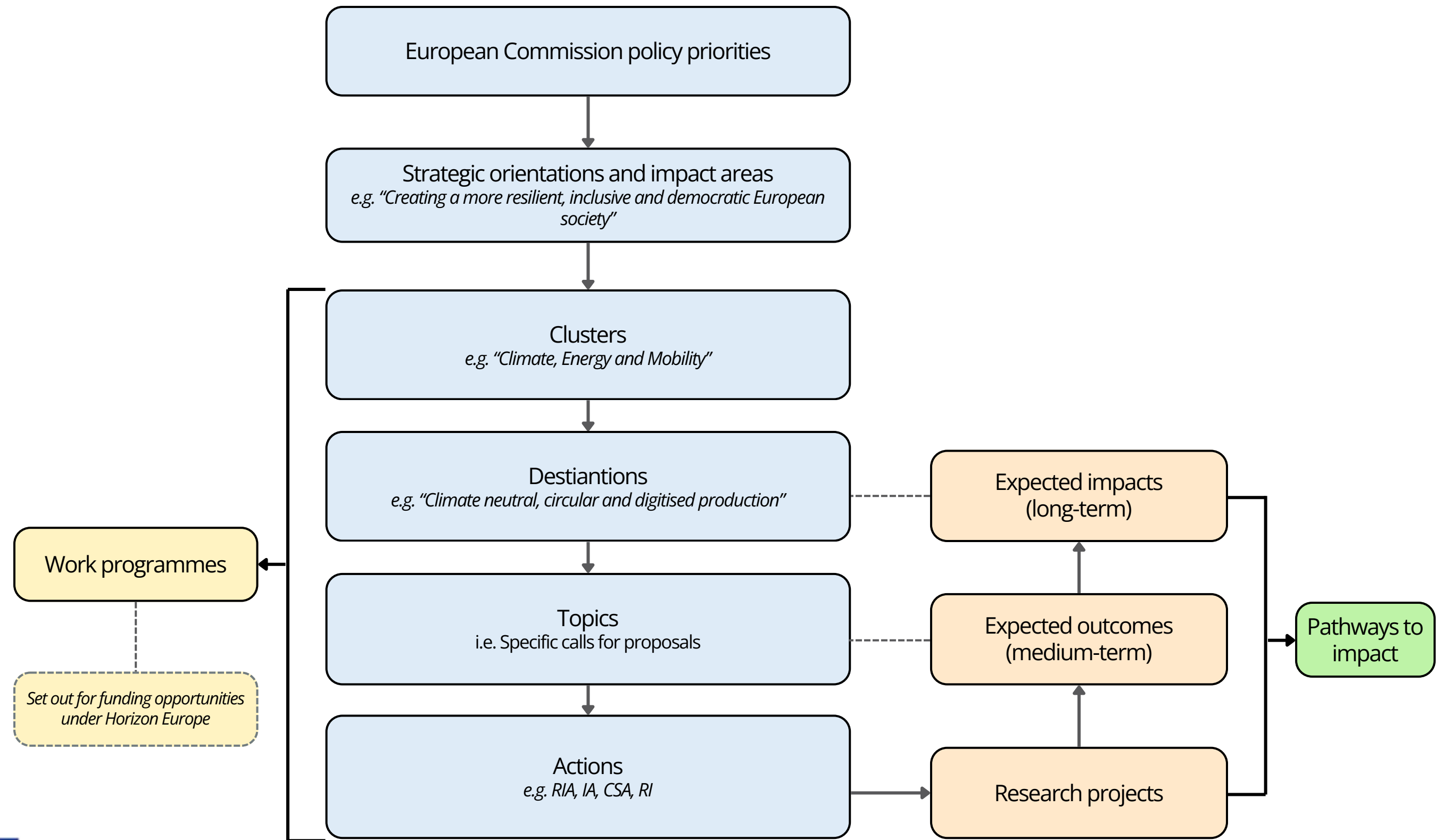
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Link between policy priorities and project results



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Where this fits in the broader framework?



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Impacts and Importance of EU Programmes

The **number of project applications** has **doubled** compared to the previous programme, showing strong engagement from the research community.

1.5 million collaborations established across **more than 150 countries**, strengthening global research networks.

84% of investments contribute to **sustainable development goals**, with **30%** directly targeting **climate action**.

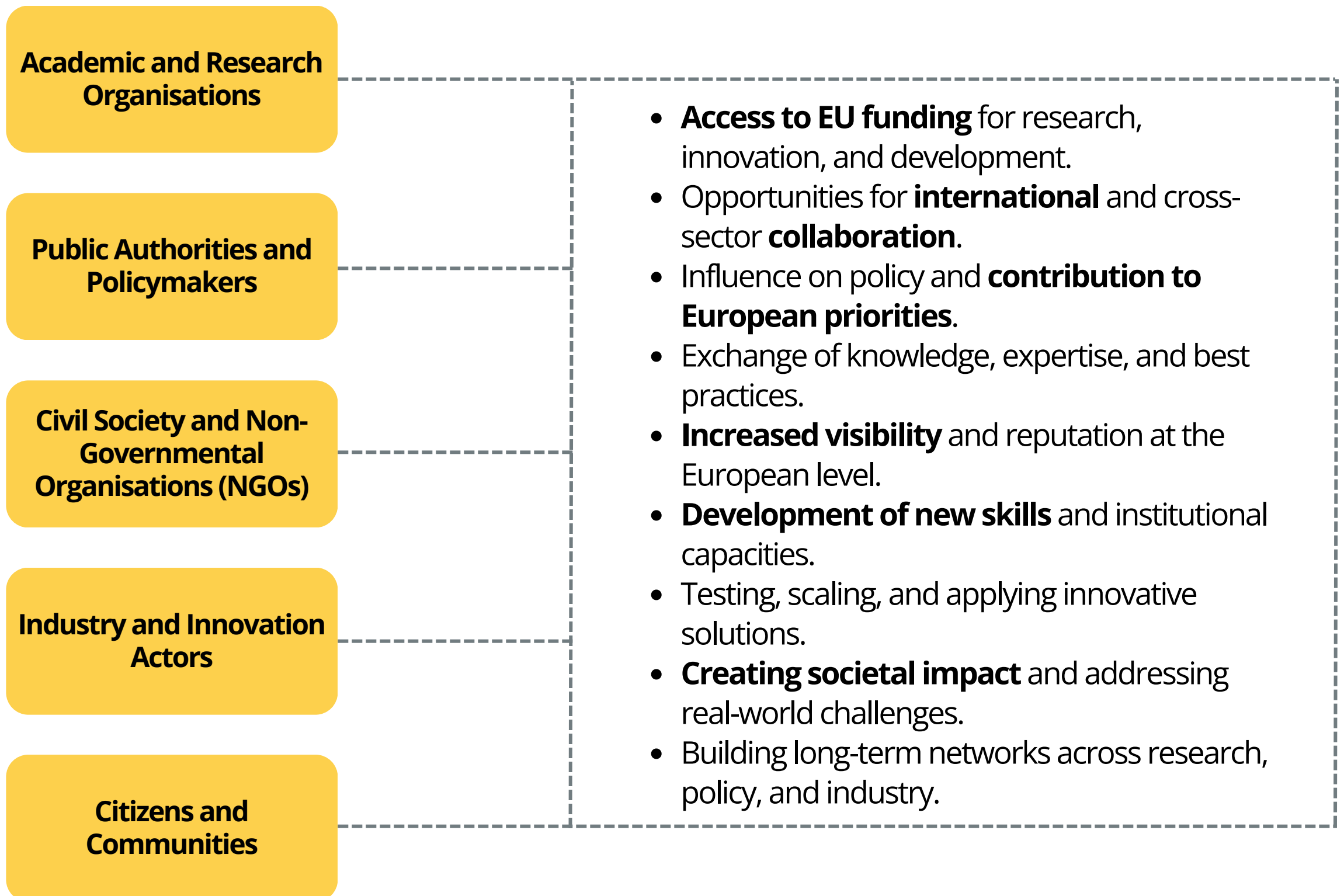
Research supported under EU programmes appears **3x more often among the world's top 1% most cited publications** than the EU average.

Funded companies achieved an estimated **19% increase in labour productivity**, reflecting tangible economic impact.

€48.2 million mobilised for COVID-19 research and innovation **just seven days after** the first case was reported in the EU.



Who Takes Part in Horizon Europe and Why? - Potential Stakeholders



A Quick Look at *The EU Portal*

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EU Funding & Tenders Portal - Homepage

European Commission | EU Funding & Tenders Portal

Sign in EN

Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents

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
- Work as an expert**
Proposals and projects need evaluations, monitoring and domain-specific knowledge advice from

The EU Funding & Tenders Portal is the **central platform** for all EU funding programmes, including Horizon Europe. It allows users to find funding opportunities, review call details, check eligibility and deadlines, and **submit and manage proposals** throughout the project lifecycle.

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Create an EU login Account

European Commission | EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as an expert **Guidance & documents** Guidance & documents

- Guidance & manuals
- Reference documents
- How to participate
- FAQ
- Helpdesk & support
- SME Self assessment tool
- Videos

Discover the funding & tenders opportunities

Find out how to participate by following these key steps.

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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.

The first step in accessing EU funding opportunities is **creating your personal account** on the EU Funding & Tenders Portal.

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Create an EU login Account

European Commission | EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents

Home > Guidance & documents > How to participate

How to participate

Funding Procurement Experts

- Step 1** Find grants procedures
The European Commission and its funding bodies publish calls for proposals on the Funding & Tenders Portal.
1. You may start your search from the home page by entering different keywords that characterize best your field of interest, and then refine the results with the help of further filters.
2. You may start your search by selecting one of the EU programmes listed on the home page, and then navigate via the quick links to the calls for proposals of a specific programme.
3. Calls are divided into topics, implemented by different type of actions. Select a topic to read more about the identified opportunity: the topic-related documents, guidance and other instructions are available on a topic page.
4. The site offers a search on calls for proposals and tenders of the European institutions.
[View more details](#)
- Step 2** Find partners (optional)
Read the topic conditions to assess the partnership and other eligibility requirements of a call.
To publish your partner search request or offer, select a topic on the Search Funding and Tenders page. Further help is available in the IT HOW TO Q.
Use the Partner Search offered in this site to select an organisation based on their profile or their previous participation.
[View more details](#)
- Step 3** Create an EU Login account
Each user has to have an EU Login account to log in on the Portal. If you already have such an account, you can use it for any interactions supported on this site from proposal submission to reporting. If you do not have an account yet, you need to create it by clicking on the REGISTER button. Otherwise you get access only to the public services of the site (eg. searching funding opportunities, reading guidance, etc.)
[Register an EU login account](#)
[View more details](#)
- Step 4** Register an organisation
If you want to participate in a call for proposal, your organisation needs to be registered and to obtain a 9-digit Participant Identification Code (PIC). This unique identifier will have a 'declared' status and can be used for your proposal submission and in any interactions with the European Union.
Check if your organisation is already registered, or register it
[View more details](#)
- Step 5** Submit your grant proposal
How to access the submission system?
Select your topic and go to the Submission Service section of the topic page. Make sure that you select the correct type of action before you start drafting a proposal. The link to the submission system is available, if the status of the call is 'open'. A login with your EU Login account is required.
[View more details](#)

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Create an EU login Account



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EU Login
One account, many EU services

English (en) ▼

[Create an account](#) **Login**

Create an account

[Help for external users](#)

First name

Last name

email

Confirm email

email language
English (en) ▼

By checking this box, you acknowledge that you have read and understood the [privacy statement](#)

Create an account **Cancel**

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Registering your Organisation

The screenshot shows the 'Participant Register' page on the EU Funding & Tenders Portal. The page has a blue header with the European Commission logo and the text 'EU Funding & Tenders Portal'. Below the header is a navigation bar with links for Home, Funding (highlighted), Procurement, Projects & results, News & events, Work as an expert, and Guidance & documents. The breadcrumb trail is 'Home > Funding > Participant Register'. The main heading is 'Participant Register'. An information box states: 'The participant register is now multilingual! Select your preferred language from the top right corner of the Portal.' Below this, a paragraph explains that organizations need to be registered to participate in calls for proposals or tenders with eSubmission, and must have a 9-digit Participant Identification Code (PIC). It also notes that the register contains all participants of EU programmes. A section titled 'Is your organisation already registered? PIC search' includes a search box labeled 'Find a registered organisation'. Another section titled 'Register your organisation' explains that users need to login or create an account and provides a link to the Online Manual. A prominent blue button labeled 'Register your organisation' is highlighted with a yellow arrow. Below this, text explains that the registration process can be suspended and saved as a draft, and that draft registrations are deleted after one year. It also mentions that SME self-assessment is required for certain actions like the EIC Accelerator. Finally, it states that registered data will be verified by the Central Validation Service team before the signature of the Grant Agreement or Framework Contract.

Once you have created your personal account, the next step is to **register your organisation**. This registration provides your organisation with a **Participant Identification Code (PIC)**, which is required for submitting proposals and managing EU-funded projects.

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Participant Identification Code (PIC)

The screenshot shows the 'Participant Register' page on the EU Funding & Tenders Portal. The page header includes the European Commission logo and the text 'EU Funding & Tenders Portal'. A navigation bar contains links for Home, Funding (highlighted), Procurement, Projects & results, News & events, Work as an expert, and Guidance & documents. Below the navigation bar, a breadcrumb trail reads 'Home > Funding > Participant Register'. The main heading is 'Participant Register'. An information icon (i) is followed by the text: 'The participant register is now multilingual! Select your preferred language from the top right corner of the Portal.' Below this, a paragraph states: 'If you want to participate in a call for proposals or in a call for tenders with eSubmission, your organisation needs to be registered and have a 9-digit Participant Identification Code (PIC). Please quote your PIC in all correspondence with the Commission.' Another paragraph says: 'The register contains all participants of EU programmes.' A section titled 'Is your organisation already registered? PIC search' has a yellow arrow pointing to it. Below this section is a search box with the text 'Find a registered organisation'. A section titled 'Register your organisation' contains the text: 'To register your organisation or as a natural person, you need to login into the Portal or, if you are a new user, create your account. Check what information you need to register in the Online Manual - and keep it to hand during the registration procedure. To start registration, click on the button below.' Below this text is a blue button with a checkmark icon and the text 'Register your organisation'. A paragraph follows: 'You can suspend the registration process at any time: the data entered can be saved as draft and you can continue your registration later. To return to your registration, please log in and get into My Organisation(s) in the My Area section. Incomplete, draft registrations are automatically deleted after one year.' Another paragraph states: 'Additionally, for actions where the SME status is an eligibility criterion (like, e.g. the EIC Accelerator) you must also carry out the SME self-assessment.' The final paragraph reads: 'Should your project or tender be successfully evaluated, the registered data will be verified by the Central Validation Service team before the signature of the Grant Agreement or of the Framework Contract.'

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Participant Identification Code (PIC)

The screenshot shows the 'EU Funding & Tenders Portal' interface. The main navigation bar includes 'Home', 'Funding', 'Procurement', 'Projects & results', 'News & events', 'Work as an expert', and 'Guidance & documents'. The breadcrumb trail is 'Home > Funding > Participant register > Find a registered organisation'. The page title is 'Find a registered organisation'. A yellow arrow points to the search bar. The search results show 10000+ items found. A warning message states: 'There are more than 10000 results, please refine your search criteria.' The search results list several organisations with their PIC, country, VAT, and registration number.

Organisation Name	PIC	Country	VAT	Registration number
Kayfaz Aziz	PIC 868178034	United Kingdom	VAT: 432690204	Registration number: -
MARINAMI Proje Danismanlik Muhendislik Yazim Ic ve Dis Ticaret Ltd Sti	PIC 884359574	Türkiye	VAT: 6121623618	Registration number: -
Qvni OU	PIC 868178131	Estonia	VAT: EE101621744	Registration number: -
East Design S.L.	PIC 868178228	Spain	VAT: ESB22437388	Registration number: -

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Participant Identification Code (PIC)

The screenshot shows the 'EU Funding & Tenders Portal' interface. At the top, there is a navigation bar with 'Home', 'Funding', 'Procurement', 'Projects & results', 'News & events', 'Work as an expert', and 'Guidance & documents'. A search bar is located on the right side of the navigation bar. Below the navigation bar, the breadcrumb trail reads 'Home > Funding > Participant register > Find a registered organisation'. The main heading is 'Find a registered organisation'. On the left, there is a 'Filters' section with a 'Quick search' box containing '881218617'. A yellow arrow points to the search box. Below the search box, there are filter options: 'Match whole words only' (checked), 'Country/Territory', 'Organisation type', and 'Validation status'. A 'All filters' button is at the bottom of the filter section. The search results show '1 item(s) found'. The result is for 'STEMWISE DOO ZA USLUGE' with PIC 881218617, located in Croatia. The VAT number is HR75697521276 and the registration number is blank. The result is marked as 'Validated' and has a 'Contact' button. A 'Newest' dropdown menu is visible on the right side of the results area. At the bottom of the page, there is a 'Share this page' link.

2. Finding appropriate calls for proposals

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Finding appropriate call(s) for proposals

The screenshot shows the 'EU Funding & Tenders Portal' website. The top navigation bar includes 'Home', 'Funding', 'Procurement', 'Projects & results', 'News & events', 'Work as an expert', and 'Guidance & documents'. The 'Funding' dropdown menu is open, with 'Calls for proposals' highlighted by a yellow arrow. Below the navigation is a large banner image with a grid of smaller images and yellow stars. Below the banner, the text 'Discover the funding & tenders opportunities' is followed by 'Find out how to participate by following these key steps.' A yellow arrow points to the 'Find calls for proposals' step, which is described as: 'Explore the available EU funding opportunities by searching for calls for proposals within your topics of interest, find partners and submit a proposal.' Other steps include 'Find calls for tenders', 'View projects and results', and 'Work as an expert'.

European Commission | EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents

Calls for proposals
Participant register
Partner search
EU programmes
Funding updates
Horizon4Ukraine

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

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 advic

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Calls for proposals

European Commission | EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents Search...

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

GRANTS RECOMMENDED FOR YOU

Do you want to receive personalised recommendations? [Log in to your F&T profile to activate them](#), or [register an account](#)

10000+ item(s) found


Warning: There are more than 10000 results, please refine your search criteria.

[ENVELOPE 2nd Open Call](#)
ENVELOPE | Cascade funding
Opening date: 04 December 2025 | Deadline date: 04 February 2026 | Single-stage
Programme: Horizon Europe (HORIZON)

[Second call for innovation studies for the development of generative AI models](#)
FFplus | Cascade funding
Opening date: 03 December 2025 | Deadline date: 25 February 2026 | Single-stage
Programme: Digital Europe Programme (DIGITAL)

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Calls for proposals

**EU Funding & Tenders Portal**Sign inEN

[Home](#) [Funding](#) [Procurement](#) [Projects & results](#) [News & events](#) [Work as an expert](#) [Guidance & documents](#)

[Home](#) > [Funding](#) > [Calls for proposals](#) > [Optimal combination of low embodied carbon construction products, technical building systems and circularity principles for climate neutral buildings \(Built4People Partnership\)](#)

Optimal combination of low embodied carbon construction products, technical building systems and circularity principles for climate neutral buildings (Built4People Partnership)

HORIZON-CL5-2026-02-D4-05

Topic Call for proposal


Internal navigation

- General information
- Topic description
- Destination
- Conditions and documents
- Budget overview
- Partner search announcem...
- Start submission

General information

Programme
Horizon Europe (HORIZON)

Call
[Cluster 5 Call 02-2026 \(WP 2025\) \(HORIZON-CL5-2026-02\)](#)

Type of action HORIZON-RIA HORIZON Research and Innovation Actions	Type of MGA HORIZON Lump Sum Grant [HORIZON-AG-LS]	 Open For Submission
Deadline model single-stage	Opening date 16 September 2025	Deadline date 17 February 2026 17:00:00 Brussels time

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Calls for proposals - Budget

Budget overview

Topic ↓	Budget (EUR) - Year : 2025 ↕	Stages ↕	Opening date ↕	Deadline ↕	Contributions ↕	Indicative number of grants ↕
HORIZON-CL5-2026-02-D4-06 - HORIZON-IA HORIZON Innovation Actions	15 000 000	Single-stage	2025-09-16	2026-02-17	around 7500000	2
HORIZON-CL5-2026-02-D4-05 - HORIZON-RIA HORIZON Research and Innovation Actions	12 000 000	Single-stage	2025-09-16	2026-02-17	around 4000000	3
HORIZON-CL5-2026-02-D4-04 - HORIZON-IA HORIZON Innovation Actions	15 000 000	Single-stage	2025-09-16	2026-02-17	around 5000000	3
HORIZON-CL5-2026-02-D4-03 - HORIZON-RIA HORIZON Research and Innovation Actions	15 000 000	Single-stage	2025-09-16	2026-02-17	around 5000000	3
HORIZON-CL5-2026-02-D4-02 - HORIZON-IA HORIZON Innovation Actions	12 000 000	Single-stage	2025-09-16	2026-02-17	around 4000000	3
HORIZON-CL5-2026-02-D4-01 - HORIZON-RIA HORIZON Research and Innovation Actions	15 000 000	Single-stage	2025-09-16	2026-02-17	around 5000000	3
HORIZON-CL5-2026-02-D3-24 - HORIZON-RIA HORIZON Research and Innovation Actions	18 000 000	Single-stage	2025-09-16	2026-02-17	around 6000000	3
HORIZON-CL5-2026-02-D3-22 - HORIZON-IA HORIZON Innovation Actions	18 000 000	Single-stage	2025-09-16	2026-02-17	around 9000000	2
HORIZON-CL5-2026-02-D3-20 - HORIZON-IA HORIZON Innovation Actions	20 000 000	Single-stage	2025-09-16	2026-02-17	around 10000000	2
HORIZON-CL5-2026-02-D3-19 - HORIZON-IA HORIZON Innovation Actions	16 000 000	Single-stage	2025-09-16	2026-02-17	around 8000000	2
HORIZON-CL5-2026-02-D3-18 - HORIZON-IA HORIZON Innovation Actions	18 000 000	Single-stage	2025-09-16	2026-02-17	around 9000000	2

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Kaila by Zabala

The screenshot displays the Kaila platform interface. At the top, there are navigation tabs for TUTORIALS, SUPPORT, and RESOURCES, along with a 'kaila PREMIUM' badge. The main header includes the Kaila logo, a search bar with 'waterborne' entered, and utility icons for CALLS CALENDAR, ALERTS, FAVOURITES, and MY ACCOUNT.

The central content area features a funding opportunity titled 'HORIZON-CL5-2024-D6-01-10 | Ensuring the safety, resilience and security of waterborne digital systems'. Below the title is a 'Description' section with the following text:

ExpectedOutcome:
Project outputs and results are expected to contribute to the following expected outcomes:

- Increased safety and resilience of waterborne digital systems, including system of systems and their functions and considering both malicious intervention and system failure with particular regard to the application of artificial intelligence methodologies, networks of sensors and the onshore on-board communications.
- Improved system design addressing human factors issues in the changing levels of human/automated systems integration.

A '+ Read more' link is provided below the description. To the right of the description are social media sharing icons for link, Twitter, LinkedIn, and Email.

Below the description is a 'Timeline' section showing the following details:

- SINGLE-STAGE
- Opening date: 05/07/2024
- Deadline: 09/05/2024
- Today: 06/21/2024

On the left side, there is a sidebar with filters and details:

- Filter results by date: All results
- Funding opportunity details: Funding opportunity website 1, Funding opportunity website 2
- Status: Open
- Deadline model: SINGLE-STAGE
- Opening date: 05/07/2024, Deadline: 09/05/2024
- Type of action: HORIZON-RIA - HORIZON Research...
- Programme: HORIZON
- Subprogramme: Global Challenges and European...
- Work programme: Unknown
- Call: HORIZON CL5-2024-D6-01
- Budgeted VS Granted: Budgeted: 8,500,000 €, Granted: 0 €

On the right side, there are two sections:

- Related funding opportunities: A list of forthcoming opportunities including HORIZON-MISS-2024-CIT-01-01, HORIZON-CL5-2024-D3-02-04, HORIZON-CL5-2024-D3-02-09, HORIZON-MISS-2024-CIT-01-04, HORIZON-MISS-2024-CIT-01-03, HORIZON-CL5-2024-D3-02-08, HORIZON-CL5-2024-D4-02-03, HORIZON-CL5-2024-D4-02-01, and HORIZON-CLS-2024-BM-01-02.
- Possible partners for this funding opportunity: A table listing potential partners.

Name	Type	Projects	Area
HOSPITAL GARCIA...	Public entity	1	security
DOCCLA AB	SME	1	security
Politidirektoratet	Public entity	9	security
SOCIETE... D'INGENIERIE DE	Private company	12	waterborne transport
ASSOCIATION OF...	Other	4	systems

At the bottom right, there is a section for 'Recently closed projects'.

Kaila by Zabala is a digital platform that helps organisations find EU funding opportunities, track innovation trends, and identify potential partners for research and innovation projects.

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Kaila by Zabala

The screenshot displays the Kaila platform interface for a funding opportunity. The top navigation bar includes the Kaila logo, a dropdown menu for 'Funding opportunities' with the selected category 'waterborne', and a search icon. On the right side of the header, there are icons for 'CALLS CALENDAR', 'ALERTS', 'FAVOURITES', and 'MY ACCOUNT'.

Left Sidebar (Filter and Details):

- Filter results by date: All results
- Funding opportunity details:
 - Funding opportunity website 1
 - Funding opportunity website 2
- Status: Open
- Deadline model: SINGLE-STAGE
- Opening date: 05/07/2024 | Deadline: 09/05/2024
- Type of action: HORIZON-RIA - HORIZON Research...
- Programme: HORIZON
- Subprogramme: Global Challenges and European...
- Work programme: Unknown
- Call: HORIZON-CL5-2024-D6-01
- Budgeted VS Granted:
 - Budgeted: 8,500,000 €
 - Granted: 0 €

Main Content Area:

ExpectedOutcome:
Project outputs and results are expected to contribute to the following expected outcomes:

- Increased safety and resilience of waterborne digital systems, including system of systems and their functions and considering both malicious intervention and system failure with particular regard to the application of artificial intelligence methodologies, networks of sensors and the onshore on-board communications.
- Improved system design addressing human factors issues in the changing levels of human/automated system interactions
- Assurance of the resilience, safety and security of waterborne digital and connected systems is undertaken on the basis of robust methodologies to a similar standard to that applied within other sectors which apply safety critical digital technology and their application in safety critical conditions including the safety of navigation and its systems.
- Robust by design waterborne digital and connected systems for safety and resilience (incl. reliability regimes such as fail safe, fail secure, fail to operation etc., HAZOP, system of systems, security, hardware and equipment data, etc.)
- Methodologies to enable effective HAZOP analysis and validation of waterborne digital systems are developed and disseminated, increasing the use of common approaches, also when using artificial intelligence applications.
- Increased software safety (incl. functional analysis and reliability assessment).
- Increased cyber security for operation and maintenance (incl. software maintenance).

Scope:
Increasingly, modern waterborne transport relies upon smart digital and connected systems to ensure safe and efficient operation. Within large complex vessels, system of systems approaches are used together with Internet of Things and Artificial Intelligence approaches to integrate diverse systems ranging from sensors, business and cargo management systems, power and engine management, electronic navigation and situational awareness. System integration of systems with proprietary digital control systems has become more and more critical in terms of ensuring safety and efficiency. The complexity and foundation upon software, makes assurance of the resilience of such systems challenging and requires a different to that applied to hardware-based systems. Waterborne digital system can be vulnerable to both malicious intervention and the consequences of system failure. Examples have included the spoofing of navigational GPS signals, ransom wear attacks on integrated container management systems, complete power shutdown and the helicopter evacuation of a large passenger ship when engine protection systems identified a common fault across all engine waterborne systems. The challenge to assure the safety and resilience of digital systems is particularly important within large complex vessels where the level of integration and

Right Sidebar:

- Recent calls:
 - HORIZON-CL5-2024-D3-02-06 (HORIZON-RIA) | Minimisation of environment...
 - HORIZON-CL5-2024-D4-02-03 (HORIZON-IA) | BIM-based processes and digit...
 - HORIZON-CL5-2024-D4-02-01 (HORIZON-IA) | Industrialisation of sustainable...
 - HORIZON-CL3-2024-BM-01-02 (HORIZON-IA) | Interoperability for border and...
- Possible partners for this funding opportunity:

Name	Type	Projects	Area
HOSPITAL GARCIA...	Public entity	1	security
DOCCLA AB	SME	1	security
Politidirektoratet	Public entity	9	security
SOCIETE...	Private company	12	waterborne transport
ASSOCIATION OF...	Other	4	systems
- Recently closed projects:
 - Ended 21 days ago: CHEK | deCarbonising sHipping by Enabling Key technology symbiosis on real vessel concept designs. Tags: european green deal, imo 2050, sustainable economy.
 - Ended 21 days ago: EMERGE | Evaluation, control and Mitigation of the EnviRonmental impacts of shippingG Emissions. Tags: emission control, environmental impact, aquatic environment.

Module 2: Project proposal development in Horizon Europe

How to Read a Call for Proposal

The screenshot shows the 'EU Funding & Tenders Portal' interface. The main content area displays details for a call for proposal titled 'New CO2 capture technologies' (HORIZON-CL5-2026-02-D3-24). The call is categorized as 'Call for proposal'. The 'Internal navigation' sidebar on the left includes options like 'General information', 'Topic description', 'Destination', 'Conditions and documents', 'Budget overview', 'Topic Q&As', and 'Get support'. The 'Budget overview' section is highlighted with a yellow box labeled 'Types of Submission (single stage, two-stage)'. The main content area is divided into several sections: 'General information', 'Budget info', 'Status', 'Type of Action', and 'Deadline'. The 'General information' section includes 'Programme' (Horizon Europe (HORIZON)), 'Call' (Cluster 5 Call 02-2026 (WP 2025) (HORIZON-CL5-2026-02)), 'Type of action' (HORIZON-RIA HORIZON Research and Innovation Actions), and 'Deadline model' (single-stage). The 'Budget info' section includes 'Type of MGA' (HORIZON Lump Sum Grant [HORIZON-AG-LS]). The 'Status' section shows 'Open For Submission'. The 'Type of Action' section includes 'Opening date' (16 September 2025). The 'Deadline' section includes 'Deadline date' (17 February 2026 17:00:00 Brussels time). The 'Topic description' section is highlighted with a red box and contains the text: 'Expected Outcome: Project results are expected to contribute to the following expected outcomes: • New capture technologies (either from points sources or directly from air) should lead to reduced overall cost of capture, as well as lowest possible negative environmental impact, including water use....'. Annotations with yellow boxes and arrows point to 'Call / Topic', 'Budget info', 'Status', 'Type of Action', and 'Deadline'. A red arrow points from the 'Topic description' box to the 'Types of Submission' box.

Calls for proposals are the **main mechanism** through which researchers, innovators, and organizations can apply for funding. Each call for proposals is published with this key information.



Module 2: Project proposal development in Horizon Europe

Key information of the Call

Topic description: A detailed explanation of the problem or challenge which the call aims to address, specifying what is expected from the proposals (i.e., research objectives, desired outcomes, and impact).

Budget: The total amount of funding available and the typical funding level for individual project proposals.

Eligibility criteria: The rules for participation, including who can apply (e.g., universities, research institutions, large businesses, SMEs, or consortia of multiple entities) and the minimum number of required partners from different EU member states or associated countries.

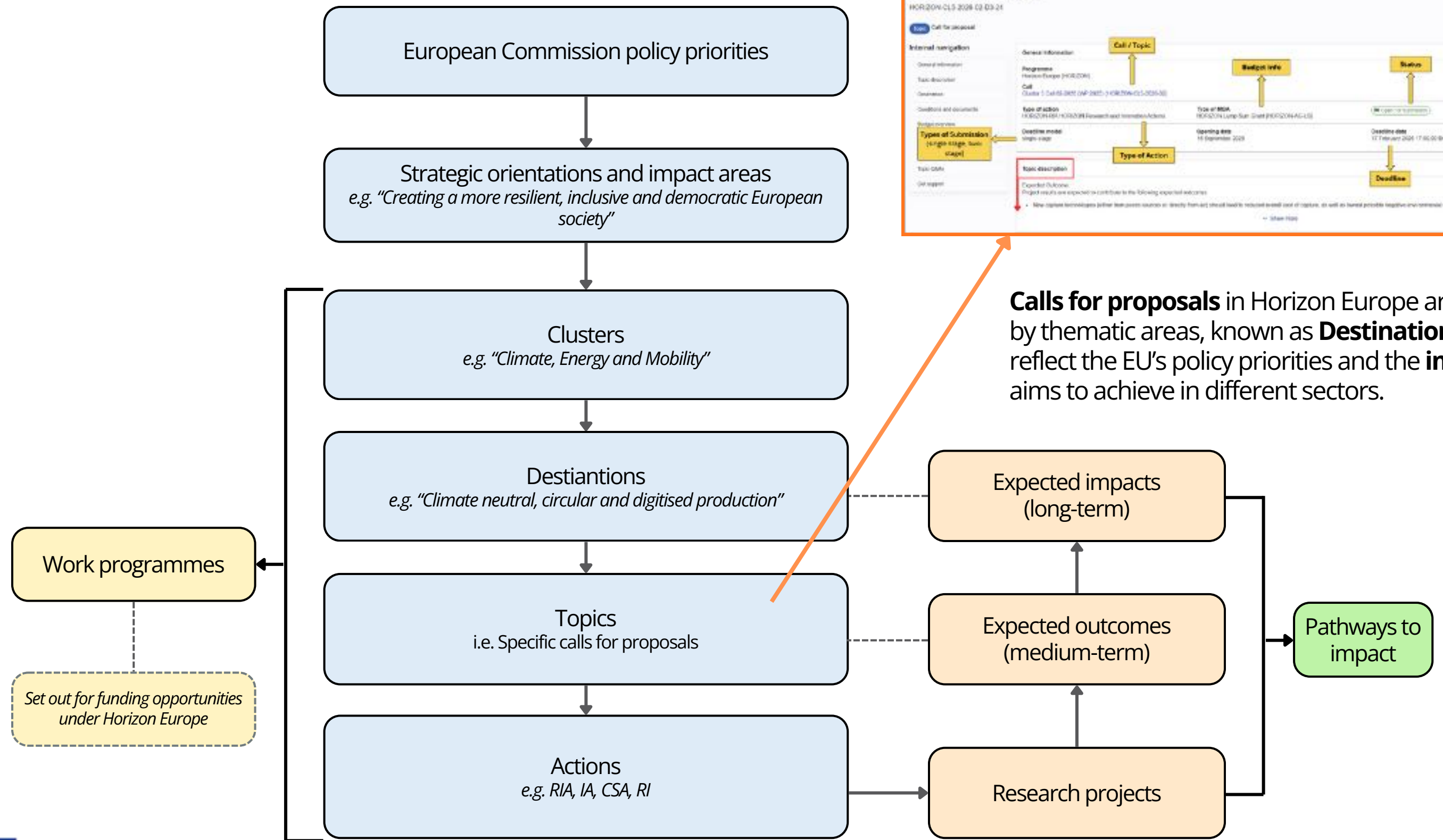
Deadline: The submission deadline for the proposals.

Evaluation criteria: The criteria used to assess project proposals, typically including excellence, impact, and quality of implementation.

A call for proposals is a group of related topics, all addressing a common policy domain and open simultaneously. Each topic within a call has a specific opening and closing date, and all proposals submitted under that topic are evaluated together, competing against for funding.

Module 2: Project proposal development in Horizon Europe

Where this fits in the broader framework?



Calls for proposals in Horizon Europe are organised by thematic areas, known as **Destinations**, which reflect the EU's policy priorities and the **impacts** it aims to achieve in different sectors.

Module 2: Project proposal development in Horizon Europe

Types of projects (actions)

1. Research and innovation actions (RIA) establish new knowledge or explore a new or improved technology, product, process, service or solution. The EU funding covers up to 100% of the project costs.

2. Innovation action (IA) that produces plans or designs for new or improved products, processes or services including prototyping, testing, demonstrating, piloting, large-scale product validation and market replication. The EU funding covers up to 70% of the project costs.

'Market replication' means to support the first application or market deployment of an innovation which, though already demonstrated, has not yet been applied or deployed on the market, owing to market failure or other barriers.

3. Coordination and support action (CSA) that improve cooperation among EU and associated countries to strengthen the European Research Area including, for example, standardisation, dissemination, awareness-raising, communication and networking activities, policy dialogues, mutual learning or studies. The EU funding covers up to 100% of the project costs.



The different types of project proposals have different max number of pages. **If you submit a proposal with higher number of pages, those pages beyond the limit will automatically be made blank**, which will be a weakness of your proposal. Page limits are given on page 1 of the Application form.

EU Funding & Tenders Portal

Home Funding Procurement Projects & results News & events Work as a project Guidance & documents

Home > Funding > Calls for proposal > New CO2 capture technologies

New CO2 capture technologies
HORIZON-CLS-2025-02-03-24

Type: Call for proposal

Internal navigation

- General information
- Type description
- Call description
- Conditions and documents
- Budget overview
- Type of Submission (single stage, two-stage)
- Type Q&As
- Geospatial

General information

Call / Topic

Programme: Horizon Europe (HORIZON)

Call: Cluster 5 Call 02-2025 (WP 2025) (HORIZON-CLS-2025-02)

Type of action: HORIZON-RIA HORIZON Research and Innovation Action

Topic: MGA HORIZON Leap Start Trawl (HORIZON-LEA-LS)

Deadline model: single-stage

Opening date: 16 September 2025

Status

Open for submission

Deadline date: 17 February 2024 17:00:00 Brussels time

Deadline

Topic description

Expected Outcome: Project results are expected to contribute to the following expected outcomes:

- New capture technologies (other than point sources or directly from air) should lead to reduced overall cost of capture, as well as avoid possible negative environmental impact, including water use.

Show more

Module 2: Project proposal development in Horizon Europe

Click on Start submission

The screenshot shows the 'EU Funding & Tenders 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 and a 'Sign in' button are also visible. The main content area is titled 'Start submission' and includes a 'Need help?' button. The text explains how to access the Electronic Submission Service and provides instructions for existing draft proposals. Under the heading 'Please select the type of your submission:', the option 'HORIZON Research and Innovation Actions [HORIZON-RIA], HORIZON Lump Sum Grant [HORIZON-AG-LS]' is selected. A yellow arrow points to the 'Start submission' button.

Start submission [Need help?](#)

To access the Electronic Submission Service, please click on the submission-button next to the **type of action** and the **type of model grant agreement** that corresponds to your proposal. You will then be asked to confirm your choice, as it cannot be changed in the submission system. Upon confirmation, you will be linked to the correct entry point.

To access existing draft proposals for this topic, please login to the Funding & Tenders Portal and select the My Proposals page of the My Area section.

Please select the type of your submission:

HORIZON Research and Innovation Actions [HORIZON-RIA], HORIZON Lump Sum Grant [HORIZON-AG-LS]

←

Topic Q&As [General FAQ](#)

2 item(s) found

"Solutions that facilitate optimal combinations of construction products and systems with minimal life cycle environmental impacts at the level of the building" must be developed. Is development of new materials and components in scope?

Registering the proposal in the Funding & Tenders Portal

Step	Action	Details
1	Log in to the Funding & Tenders Portal	Search for and select your call topic.
2	Create a draft proposal	Only the Coordinator can create the draft.
3	Register all participants	Ensure all partners are registered in the Portal and have a PIC number.
4	Manage participants	Once PIC numbers are entered, partners are automatically alerted and invited by the system.
5	Save and manage your draft	After saving, you can manage the consortium and the proposal submission.
6	Complete Part A (administrative details)	Filled directly in the Portal by the Coordinator and all Participants.
7	Upload Part B (technical description)	Attach as a PDF file.
8	Validate and submit	Review all information and submit the proposal before the deadline.



Some calls for proposals follow a **2-stage application** procedure: You first submit a concept note. If your concept is successful, you draft and submit the full project proposal.

Following submission, you can update, download or withdraw your proposal until closure date is reached. While the call remains open, you can always update your proposal and submit again. Please remember that, after submitting, any changes to the proposal will require that you submit it again.

Module 2: Project proposal development in Horizon Europe

Call Documentation

Topic Conditions and Documents section provides all materials needed to prepare your application.

...

General conditions

Eligibility Conditions

Evaluation

Application form templates

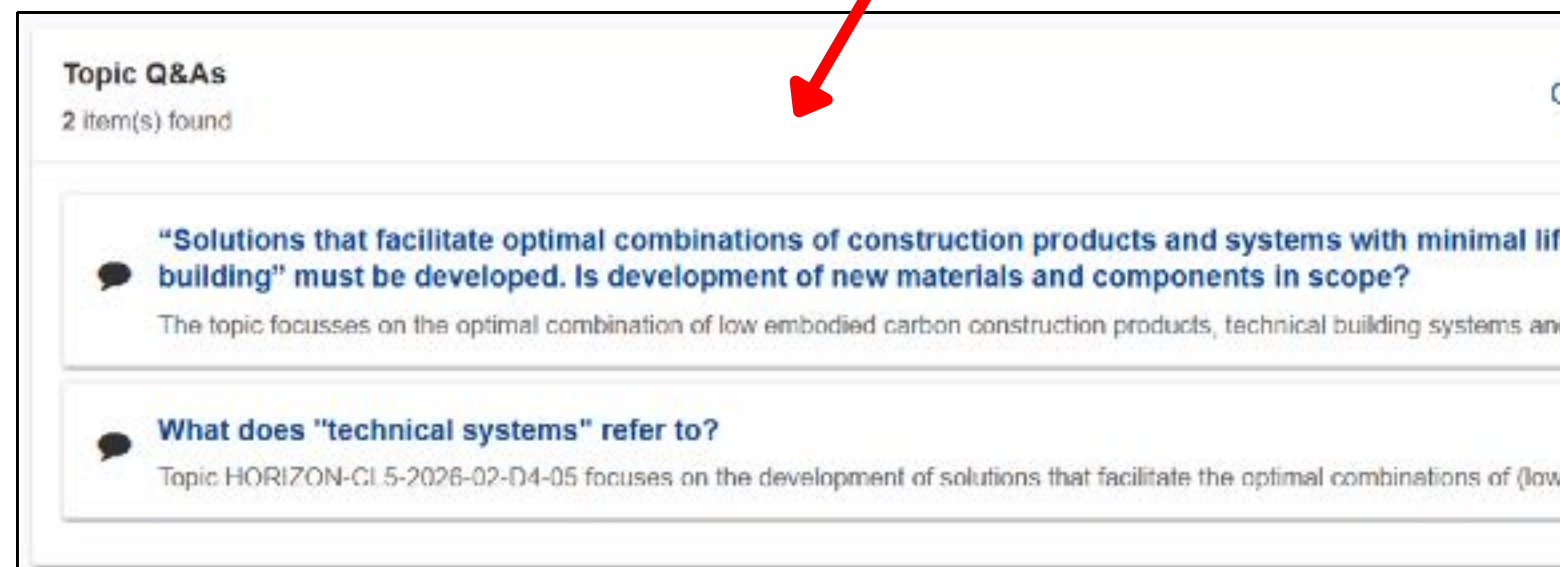
Call-specific instructions

Work programmes

Other additional documents

...

At the bottom of each call page, there is a **Topic Q&A** section where applicants can find answers to frequently asked questions or submit their own queries related to the call.



Topic Q&As
2 item(s) found

"Solutions that facilitate optimal combinations of construction products and systems with minimal life building" must be developed. Is development of new materials and components in scope?
The topic focusses on the optimal combination of low embodied carbon construction products, technical building systems and

What does "technical systems" refer to?
Topic HORIZON-CL 5-2026-02-D4-05 focuses on the development of solutions that facilitate the optimal combinations of (low

Application form templates — the application form specific to this call is available in the Submission System

[Standard application form \(HE RIA, IA\)](#)

Evaluation form templates — will be used with the necessary adaptations

[Standard evaluation form \(HE RIA, IA\)](#)

Guidance

[HE Programme Guide](#)

Model Grant Agreements (MGA)

[Lump Sum MGA](#)

Call-specific instructions

[Detailed budget table \(HE LS\)](#)

[Guidance: "Lump sums - what do I need to know?"](#)

Additional documents:

[HE Main Work Programme 2025 – 1. General Introduction](#)

[HE Main Work Programme 2023–2025 – 2. Marie Skłodowska-Curie Actions](#)

[HE Main Work Programme 2025 – 3. Research Infrastructures](#)

[HE Main Work Programme 2025 – 4. Health](#)

[HE Main Work Programme 2025 – 5. Culture, creativity and inclusive society](#)

[HE Main Work Programme 2025 – 6. Civil Security for Society](#)

[HE Main Work Programme 2025 – 7. Digital, Industry and Space](#)

[HE Main Work Programme 2025 – 8. Climate, Energy and Mobility](#)

[HE Main Work Programme 2025 – 9. Food, Bioeconomy, Natural Resources, Agriculture and Environment](#)

[HE Main Work Programme 2025 – 10. European Innovation Ecosystems \(EIE\)](#)

[HE Main Work Programme 2025 – 11. Widening participation and strengthening the European Research Area](#)

[HE Main Work Programme 2025 – 12. Missions](#)

[HE Main Work Programme 2025 – 13. New European Bauhaus Facility \(NEB\)](#)

[HE Main Work Programme 2025 – 14. General Annexes](#)

[HE Main Work Programme 2023–2025 – 13. General Annexes](#)

Project idea and concept development

Module 2: Project proposal development in Horizon Europe

The Heilmeier Catechism

1. What are you trying to do? Articulate your objectives using absolutely no jargon.
2. How is it done today, and what are the limits of current practice?
3. What is new in your approach and why do you think it will be successful?
4. Who cares? If you are successful, what difference will it make?
5. What are the risks?
6. How much will it cost?
7. How long will it take?
8. What are the mid-term and final “exams” to check for success?



Created by former DARPA director George H. Heilmeier, the catechism is a set of eight questions that researchers and engineers answer to fully understand the context, costs, and effort required to execute a given project.

Project idea and concept development

1. Purpose	What problem exists in the company, institution, or community?
2. Objective	What do I want to achieve by solving the problem?
3. Strategy	Through which activities will I reach the objective?
4. Results	What do I achieve by implementing the activities?
5. Costs	Which resources do I already have, and which ones do I need?

Relevance: Ensure objectives and results align with the project's purpose.
Indicators: Define how achievement will be measured.
Impact: Consider effects on target groups.

Theory of Change

How in theory could we get from where we are now to the change we want to see?

What are the ultimate outcomes and/or impact you (and your stakeholders) want to see?

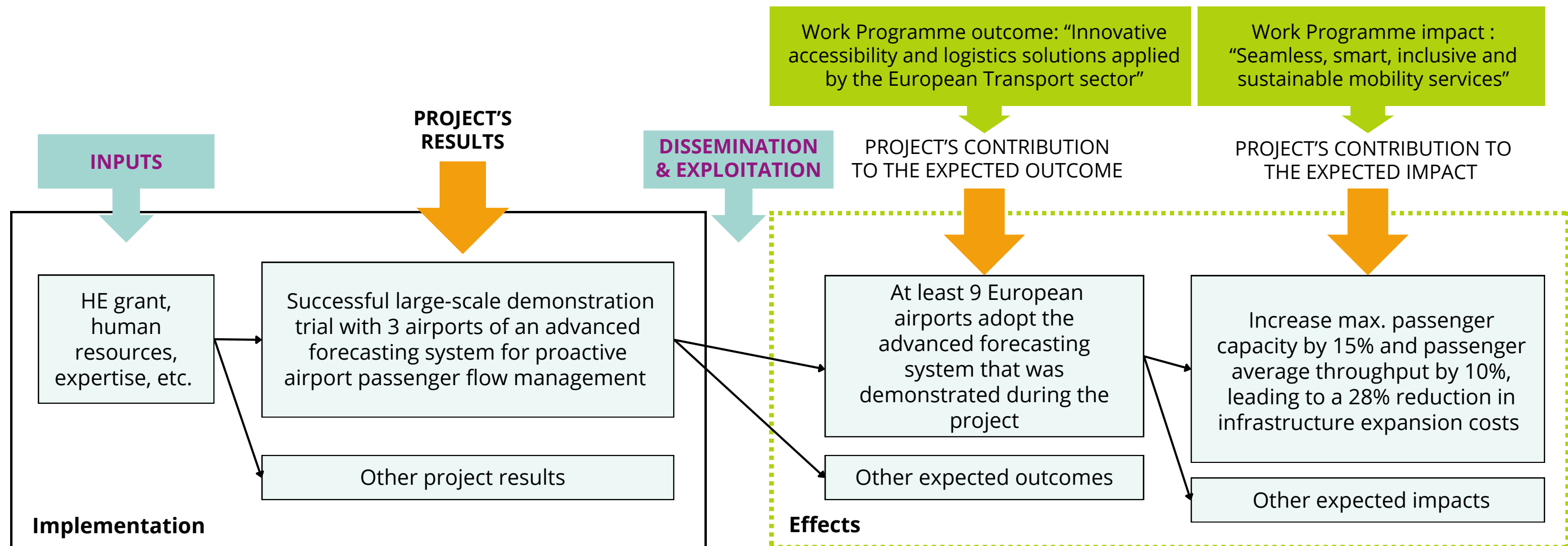
What research and other inputs, and activities will get you there?

What alternative pathways might you be able to identify?

Describing the impact of your proposal

Project's pathway towards impact

...by thinking about the specific contribution the project can make to the expected outcomes and impacts set out in the Work Programme.



Searching for project partners and building a consortium

Finding Partners and Forming the Consortium

1. Partner Verification

- Partners must be a good fit for the consortium in terms of experience and references that align with the project idea and the call requirements.
- Partners should be capable of achieving Key Exploitable Results (KERs) with strong growth potential and the ability to generate long-term impact.
- Partners must be willing and able to actively exploit the project's results.
- Partners should be key players in generating the expected outcomes of the topic (even anticipating outcomes during the project's implementation).

2. Building a Winning Consortium

- Partners should demonstrate complementarity and competence through a list of projects relevant to the call and proposed idea, as well as team members with the expertise and experience needed to carry out the assigned tasks.
- Start with a core group of trusted partners (Work Package leaders) with whom you have collaborated before and who (ideally) have experience in managing EU projects.
- Consider the geographical dimension — not just for coverage, but strategically, where it supports broader dissemination and impact of project results.

Module 2: Project proposal development in Horizon Europe

Finding Partners and Forming the Consortium

- Include partners who are already visible to the EU — meaning those with a track record of successful EC-funded projects in the same area or who have contributed to shaping EU policies (strategic advice).
- Identify relevant stakeholders within the supply/value chain.
- Ensure participation of key stakeholder representatives, even through letters of support if direct involvement is not possible.
- In many cases, main end-users should be included as project partners.
- Always include participants at the international level.

Module 2: Project proposal development in Horizon Europe

Key partner types

- **Universities and research institutions for scientific excellence**
- **Industry partners, SMEs, sectoral associations for innovation and practical applications**
- **Public authorities - municipal, regional, national**
- **NGOs for policy impact, societal relevance, and dissemination**

Use Horizon Europe Partner Search Tools

Several online platforms can help find potential partners:

- **Funding & Tenders Portal:** The official platform for EU projects allows you to search for experienced partners, view profiles of registered organisations looking to join a consortium, and post partnership opportunities. You have the option to search by funding type/keyword/geographical area, etc.
- **Partner Search:** Offers a database of organisations that have participated in previous EU- funded projects.
- The **Enterprise Europe Network Cooperation Opportunities Database:** The database is updated weekly and offers a vast collection of innovation and technology profiles from international companies and research organisations to help businesses find suitable partners for collaboration in areas like business, technology, and innovation.

Module 2: Project proposal development in Horizon Europe

Use Horizon Europe Partner Search Tools

- Contact the **National Contact Points**: They can help you identify potential project partners, provide advice on consortium building, and connect you with organisations that have similar interests in your research area. Many non-EU and third countries also have National Contact Points (NCPs).
- **Use social media and professional platforms** such as LinkedIn and Research Gate. Many Horizon Europe discussions and collaboration opportunities are shared through these platforms.
- Look for synergies with previous Horizon projects through **CORDIS**, the EU's research results database, and Horizon Results Platform, which is a tool to connect with projects that are open to partnerships and new research opportunities.

A blue rectangular box containing the word "CrowdHelix" in white, sans-serif font.

Module 2: Project proposal development in Horizon Europe

Use Horizon Europe Partner Search Tools

Partner search announcements

86

Searches of partners to collaborate on this topic

[View / Edit](#)

LEARs, Account Administrators or self-registrants can publish an active public Person profile.

Helios Marine

[Organisation](#)

[Contact](#)

Helios Marine pioneers smart propulsion for vessels by integrating electric drive systems, LiFePO₄ batteries and software-defined energy management. Our end-to-end engineering—hardware, embedded systems, and IoT connectivity—delivers scalable, reliable, data-rich performance. Through our Helios Link and FleetLink platforms, we enable intelligent control, analytics, and fleet monitoring. Helios seeks partners to advance connected, sustainable water mobility across maritime and inland environments

Organisation type Small or medium-size enterprise
Country/Territory Bulgaria
Status Published

Type of request Expertise offer
Request date 30 Oct 2025

EU IMPACT GROUP BV

[Organisation](#)

[Contact](#)

EU Impact Group is an innovation and consultancy organisation at the heart of Europe, Belgium. It supports Horizon Europe projects and consortia with expertise in Research in Social Sciences, Project Management, Testing and Validation; Monitoring, Evaluation and Learning (MEL); and Dissemination, Exploitation and Communication (DEC). We engage consortia to help design and deliver high-quality projects by overtaking substantial burden in formation of consortium and writing an effective proposal.

Organisation type Small or medium-size enterprise
Country/Territory Belgium
Status Published

Type of request Expertise offer
Request date 27 Oct 2025

Project Proposals - the Structure of Applications in Horizon Europe



The proposal's standard application form includes **Part A** and **Part B** (sometimes could be B1 and B2).

Part A - administrative details at the level of the proposal and for all partners; **filled in online in the Funding & Tenders Portal**, incl. the budget table(s)

Part B - Technical description of the project proposal

- Excellence
- Impact
- Implementation

Part B is **uploaded as a pdf file in the Funding & Tenders Portal**.

Module 2: Project proposal development in Horizon Europe

Part A

1. General information

- Abstract
- Declarations

2. Participants

- Administrative data
- Researchers involved in the proposal
- Role of participating organization in the project
- Up to 5 relevant publications, dataset, goods, etc.
- Up to 5 relevant projects or activities
- Description of any significant infrastructure
- Gender Equality Plan

3. Budget

4. Ethics and security issues

5. Other questions (if any)



Part A

Type of Model Grant Agreement: HORIZON Action Grant Budget-Based

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	
5	Other questions	

2 - Participants

PIC	Legal name
881218617	STEMWISE DOO ZA USLUGE
Short name: STEMwise d.o.o.	
Address	
Street	Ulica Grge Tuskana 37
Town	Zagreb
Postcode	10000
Country	Croatia
Webpage	https://www.stemwise.eu/
Specific Legal Statuses	
Legal person	yes
Public body	no
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no
SME Data	
Based on the below details from the Participant Registry the organisation is an SME (small- and medium-sized enterprise) for the call.	
SME self-declared status	27/07/2023 - yes
SME self-assessment	unknown
SME validation	unknown

Module 2: Project proposal development in Horizon Europe

2 - Participants

Departments carrying out the proposed work

No department involved

Department name *Name of the department/institute carrying out the work.* not applicable

Same as proposing organisation's address

Street *Please enter street name and number.*

Town *Please enter the name of the town.*

Postcode *Area code.*

Country *Please select a country*

Links with other participants

Type of link	Participant
--------------	-------------

Module 2: Project proposal development in Horizon Europe

2 - Participants

Main contact person

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

Title Mr

Gender Woman Man Non Binary

First name* **Petar**

Last name* **Gregurić**

E-Mail* **petar@stemwise.eu**

Position in org. Managing Partner

Department STEMWISE DOO ZA USLUGE

Same as organisation name

Same as proposing organisation's address

Street Ulica Grge Tuskana 37

Town Zagreb

Post code 10000

Country Croatia

Website stemwise.eu

Phone +385913113133

Phone 2 +XXX XXXXXXXXXX

Other contact persons

First Name	Last Name	E-mail	Phone
Adriana	Planinic	adriana@stemwise.eu	+XXX XXXXXXXXXX

Module 2: Project proposal development in Horizon Europe

2 - Participants

Role of participating organisation in the project

- | | |
|---|-------------------------------------|
| Project management | <input checked="" type="checkbox"/> |
| Communication, dissemination and engagement | <input checked="" type="checkbox"/> |
| Provision of research and technology infrastructure | <input type="checkbox"/> |
| Co-definition of research and market needs | <input type="checkbox"/> |
| Civil society representative | <input type="checkbox"/> |
| Policy maker or regulator, incl. standardisation body | <input type="checkbox"/> |
| Research performer | <input type="checkbox"/> |
| Technology developer | <input type="checkbox"/> |
| Testing/validation of approaches and ideas | <input type="checkbox"/> |
| Prototyping and demonstration | <input type="checkbox"/> |
| IPR management incl. technology transfer | <input checked="" type="checkbox"/> |
| Public procurer of results | <input type="checkbox"/> |
| Private buyer of results | <input type="checkbox"/> |
| Finance provider (public or private) | <input type="checkbox"/> |
| Education and training | <input checked="" type="checkbox"/> |
| Contributions from the social sciences or/and the humanities | <input type="checkbox"/> |
| Other
If yes, please specify: (Maximum number of characters allowed: 50) | <input type="checkbox"/> |

Module 2: Project proposal development in Horizon Europe

2 - Participants

Gender Equality Plan is applicable to:

- Public bodies, research organisations and higher education establishments;
- Member States and Associated Countries; calls with deadlines in 2022 and thereafter

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.

Module 2: Project proposal development in Horizon Europe

Part B

Main sections of a proposal:

- **Excellence**
- **Impact** (expected outcomes and impact)
- **Implementation**



5. Excellence

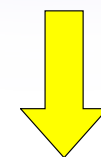
Module 2: Project proposal development in Horizon Europe

Excellence section

The Excellence section is divided into the following two sections:

1.1 Objectives and ambition

- ✓ Clearly state the **general objective** (main goal) and **specific objectives** of the project + their **KERs**
- ✓ Explain how your project goes **beyond the state of the art**
- ✓ Indicate the **Technology Readiness Level (TRL)** at the start and expected at the end

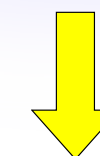


WHAT?



1.2 Methodology

- ✓ Describe the concept and logic of your approach
- ✓ **How your objectives will be achieved**
- ✓ Connection with other projects or previous research
- ✓ Present the methods, techniques, and tools to be used
- ✓ **Approach to AI** (if applicable)
- ✓ **Gender Dimension** and Ethics
Open Science practices
- ✓ **Research Data Management**



HOW?

Module 2: Project proposal development in Horizon Europe

Excellence: section 1.1 Objectives and ambition

- **Briefly** describe the objectives of your proposed work. Why are they pertinent to the work programme topic? Are they **measurable** and verifiable? Are they realistically achievable?
- Describe how your project goes **beyond the state-of-the-art**, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking R&I, novel concepts and approaches, new products, services or business and organisational models.
- Where relevant, illustrate the advance by **referring to products and services already available** on the market. **Refer to any patent** or publication search carried out.
- Describe where the proposed work is positioned in terms of R&I **maturity** (i.e. where it is situated in the spectrum from 'idea to application', or from 'lab to market'). Where applicable, provide an indication of the **Technology Readiness Level**, if possible **distinguishing the start and by the end** of the project.

Module 2: Project proposal development in Horizon Europe

Excellence: section 1.1 Objectives and ambition

When formulating objectives for a project, it is essential to ensure that they are consistent with the topic description in the work programme and cover all expected outcomes. Not that some topic descriptions do not require addressing all expected outcomes (in this case, consider briefly describing why you chose the specific expected outcome and why you decide not to address the other expected outcomes).

It is essential to consider the goals to be achieved and formulate overarching and corresponding subordinate objectives. Avoid confusing project objectives with project activities.

Objectives should be **SMART**, meaning they should be specific, measurable, acceptable, realistic and time bound.

- Specific: What are the objectives to be reached? What are you going to achieve? Use action words.
- Measurable: Does the objective lead to a concrete end result (a model, a theory, a technology...)? When will the objective be achieved? Are there key figures or quantifiable parameters for achieving the goal?
- Achievable: Is it possible to accomplish the objectives and does the consortium have the right tools/skills that are needed?
- Realistic: Is the objective achievable in the allocated timeframe? Also R for Relevant: does the objective make sense in the frame of expertise in the consortium. By when should the goal be achieved?
- Time-bound: State when you'll get the objective done and what intermediate steps are needed to do this (in time)?

Module 2: Project proposal development in Horizon Europe

Excellence: section 1.1 Objectives and ambition

Example

- × "Investigate electrical conduction."
- ✓ "Model conductivity of electricity in silicon at 300 Kelvin."

- × "Learning more about unemployment."
- ✓ "How do people who have been unemployed for more than two years' experience the job opportunities offered by government agencies?"

A project typically has one overarching objective ("overall aim") and 4-5 more specific objectives. Do not confuse project objectives and project activities. A table visualizing the project objective can help.

Specific Objective	KPI	Goal	Time
SO1. Gain in-depth knowledge of how poverty and aporophobia intersect with specific cultural and societal issues affecting local crime priorities in each participating region (Valencia, Madrid, Croatia, London). Understand the perspectives of different vulnerable groups (by gender, age, ethnicity, and other relevant demographics) on trust between police and communities. Justification: UOG, UOC and participating PAs have a proven track record in researching poverty-related crimes and community engagement. Our consortium members have established networks within their regions, enabling effective outreach to diverse communities. The consortium's multilingual capabilities and cultural competencies further facilitate engagement across different regions. Relevant WPs: WP2	Number of participating regions	4	M6
	Community members engaged per region	125	M18
	Representation of vulnerable groups	≥50%	M18
	Best practices identified in community policing	10	M18
	Emerging crime pathways identified in each region	3	M18
SO2. Co-design, prototype and evaluate various metropolitan-area communication systems to develop a community-friendly solution that empowers individuals in critical situations, enhancing their sense of safety and fostering trust within society by enabling them to summon a trusted party. Justification: The consortium includes technological partners such as ITML and FUNITEC, renowned for their expertise in IoT, software development, and cybersecurity, and regulatory experts STEM. Relevant WPs: WP3, WP4	Conceptualization and co-design activities organized with COPs	4	M12
	Proofs-of-Concept	4	M18
	Rapid-Prototyping cycle iterations	3	M24-M28-M32
	Effective communication in metropolitan areas	>1km range <15-meter radius < 5 sec alert delivery	M32
	Number of pilots locations tested	4	M32
Compliance with data protection regulations	100%	M36	

Module 2: Project proposal development in Horizon Europe

Excellence: section 1.1 Objectives and ambition

When presenting your proposal, it's essential to communicate its distinctive value and specialization, underscoring the newfound significance that your results or methods will deliver. Articulate the innovative aspects of your project, whether they involve breakthroughs, new products, services, organizational models, or other relevant elements. It's crucial to convey the novelty of your project, ensuring that claims of innovation are backed by evidence.

When outlining the State of the Art, focus on the unique contributions your project will offer.

- Current Landscape: Describe the existing situation, including cutting-edge technologies and models.
- Advancing Knowledge: Emphasize the steps your project will take to enhance current understanding and tackle real-world challenges.

Remember, the proposal isn't merely a literature review. Rather, it should present the current scenario from both scientific and technological perspectives, detailing how your project will push knowledge forward and resolve tangible issues.

Ambition 1. Advanced intelligence generation through community engagement

Current State: Traditional police intelligence gathering relies primarily on formal channels and surveillance, with limited integration of community knowledge. Existing community policing models often fail to systematically capture and analyze intelligence, particularly in-depth experiential knowledge, about emerging crime patterns.

Above state of the art: *BTL-COP* introduces an innovative **Observatory approach** that systematically captures and analyzes community intelligence, including tacit understandings, about poverty-fueled crime pathways. This approach integrates cultural, social, and gender perspectives, providing early warnings of emerging criminal exploitation patterns, enabling evidence-based intervention strategies. By embedding community intelligence into policing practices, we aim to bridge the gap between formal intelligence and grassroots knowledge, allowing for nuanced understandings of how structural difficulties and individual experiences contribute to criminal activities.

Technology readiness levels

TRL 1	Basic principles observed - the initial phase of research; principles that underpin the technology are observed and reported.
TRL 2	Technology concept formulated - the concept and potential applications are formulated. The technology is still speculative, and there is no proof or detailed analysis to support the assumptions.
TRL 3	Experimental proof of concept - active research and development begin. Analytical and laboratory studies validate that the concept works.
TRL 4	Technology validated in a lab - basic technological components are integrated and tested in a lab environment to validate their feasibility.
TRL 5	Technology validated in a relevant environment (industrially relevant environment in the case of key enabling technologies) - the technology is tested in a relevant (simulated) environment. This can be a more realistic setting that approximates potential operational conditions.
TRL 6	Technology demonstrated in a relevant environment (industrially relevant environment in the case of key enabling technologies) - a prototype or model is demonstrated in a relevant environment, close to real operational conditions.
TRL 7	System prototype demonstration in an operational environment - the prototype is demonstrated in an operational environment, showing a clear path toward commercialisation.
TRL 8	System complete and qualified - the technology is fully developed and qualified through rigorous testing and demonstration. It is close to being ready for deployment.
TRL 9	Actual system proven in an operational environment (competitive manufacturing in the case of key enabling technologies, or in space) - the technology has been proven to work in an operational environment and is ready for market introduction.

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KER	TRL/SRL start of project	TRL/SRL end of project
BondMate System	The concept has been formulated, and initial feasibility studies and design principles have been established (TRL3). Preliminary prototypes or models may exist, but they have not been validated in a relevant environment.	By the end of the project, we aim to advance BondMate to TRL 6, by developing a fully functional prototype and demonstrating its operation in a relevant operational environment, such as within the participating Police Authorities' systems and in real-world community settings during pilot implementations.

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Excellence: section 1.2 Methodology

- Describe and explain the overall methodology, including the **concepts, models** and **assumptions** that underpin your work. Explain how this will enable you to deliver your project's objectives. Refer to any important challenges you may have identified in the chosen methodology and how you intend to overcome them.
- Describe any national or international research and innovation activities whose results will feed into the project, and how that link will be established

Research and Innovation Activity of Partners	Relation to <i>BTL-COP</i> : outputs to feed into KERS
KOBAN : (HE 2024-2027) aims to identify future capabilities for Community Policing (CP) via co-creation, collaborative security, Capability model, AI+App Factory addressing CP barriers. (Valencia).	<i>BTL-COP</i> will aim to set up a strong collaboration with KOBAN to analyse potentials for sharing CP, AI and App Factory in co-creation within different police authorities (UK, Croatia, Madrid: KER 1; KER 3)
GANNDALF : (HE 2024-2027) aims to set up collaboration frameworks: cross-border info sharing, joint investigations, and expertise exchange to address advanced cybercrimes effectively. (UoG, Valencia).	<i>BTL-COP</i> will aim to collaborate with GANNDALF to learn about the links between local and global cross-border poverty-fuelled crime pathways and emerging advanced cybercrimes. (KER 1; KER4)
LARPOCRACY : (HE 2025-2027) aims to promote community civic deliberation in live action role play among people with diverse opinions, developing capacities of live spaces for democratic engagement and evidence-based policy recommendations (UoG).	<i>BTL-COP</i> will aim to collaborate with LARPOCRACY to develop the use of dialogic civic deliberation for community-police engagement as well as scenario building and live action role play elements of police-community training (KER 2; KER 3)
LEAD-PRO : (HE 2024-2026) aims to equip LEAs & first responders with advanced AI-based tools & technologies, enhancing capabilities across operational phases for digital societal resilience. (Valencia)	<i>BTL-COP</i> will aim to collaborate with LEAD-PRO to include a training session on the findings on LEAs & first responders' usage of advanced AI-based tools & technologies for digital societal resilience. (KER 3)

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Excellence: section 1.2 Methodology

In this paragraph, the project idea must become clear: what is your 'solution' to the problem stated in the topic? Outline the background and approach: why is this particular approach needed to achieve impact? Provide sufficient information and use figures, tables and formulas in addition to text to visualize your methodology and concepts.

The methodology refers to the approach used in a project to achieve specific objectives and overall goals. It is crucial to explain the concepts and fundamental assumptions, the models used and why they were chosen to reach the stated goals. Be as specific as possible about the methods, techniques, approaches, theories that you will use during the project.

Consider using a **visual** of your main concept, **summarizing the novel methods, techniques and approaches**. This can also be used to show the different phases of your project and the interconnection between them. If you have a patent, reference it and explain where and what it covers. Distinguish between the methodology, which should be described here, and the concrete work plan in 3,1. In this section is about the conceptual approach. **What is the research question and with what methods/techniques are you going to approach it?**

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Excellence: section 1.2 Methodology - Social sciences and Humanities

For topics where the SSH is needed, you should ensure that contributions from SSH disciplines are integrated throughout the proposed project. SSH disciplines could for example be sociology, economics, psychology, political science, history, cultural sciences or/and the arts. This means involving these experts from the start and to give them a significant role in the project and consortium. The required actions, participants and disciplines involved as well as the added value of SSH contributions need to be clearly stated in the proposal.

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Excellence: section 1.2 Methodology - Gender dimension

In most cases, applicants must provide a statement on integrating the gender dimension in their research and innovation (R&I) projects.

It is important to note that the gender dimension refers to the scientific or technical aspects of the project rather than the gender balance in the consortium. The gender dimension includes sex (biological level) and gender (social and cultural level) diversities. To properly integrate the gender dimension into the project, applicants should consider how gender-related biological or cultural diversities will impact the project concept and all project activities. This includes understanding how the project will affect women and men differently and making ethical generalisations about the results?

Questions to consider when addressing the gender dimension:

- Is biological sex relevant to the project?
- Has the gender aspect been considered in project planning, objectives, research approach, and experiments?
- Does the solution take into consideration differences between men and women (from a biological and/or cultural point of view)?
- Could the research results be different for women than men? How will the project deal with these differences?
- A 50/50% balance is not always possible but how can you achieve a balanced level of participation?

This section is not about gender balance within the consortium.

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Excellence: section 1.2 Methodology - Open Science

Open Science principles mandates that knowledge, data, and results be available to relevant target groups free of charge whenever possible, with publications as a vital tool for dissemination and following the Open Access principle.

Questions to consider when describing open sciences practices:

- What measures are you taking regarding early Open Access to research results, knowledge, and methods/tools – especially among relevant stakeholders or beneficiaries of the project's results?
- What measures are planned for the management of the project results?
- What measures will be taken to ensure the reproducibility of the results?
- Which available open-access options do you apply for publications, data, software, models, algorithms, and workflows?
- Is participation in an open peer review of the project results foreseen?
- How are all relevant stakeholders, including citizens, society, and consumers, involved in the project? Co-creation of Research and Innovation agendas and content (e.g. Citizen Science)

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Excellence: section 1.2 Methodology - *Research data management*

Types of data/research outputs (e.g. experimental, observational, images, text, numerical) and their estimated size; if applicable, combination with, and provenance of, existing data.

Findability of data/research outputs: Types of persistent and unique identifiers (e.g. digital object identifiers) and trusted repositories that will be used.

Accessibility of data/research outputs: IPR considerations and timeline for open access (if open access not provided, explain why); provisions for access to restricted data for verification purposes.

Interoperability of data/research outputs: Standards, formats and vocabularies for data and metadata.

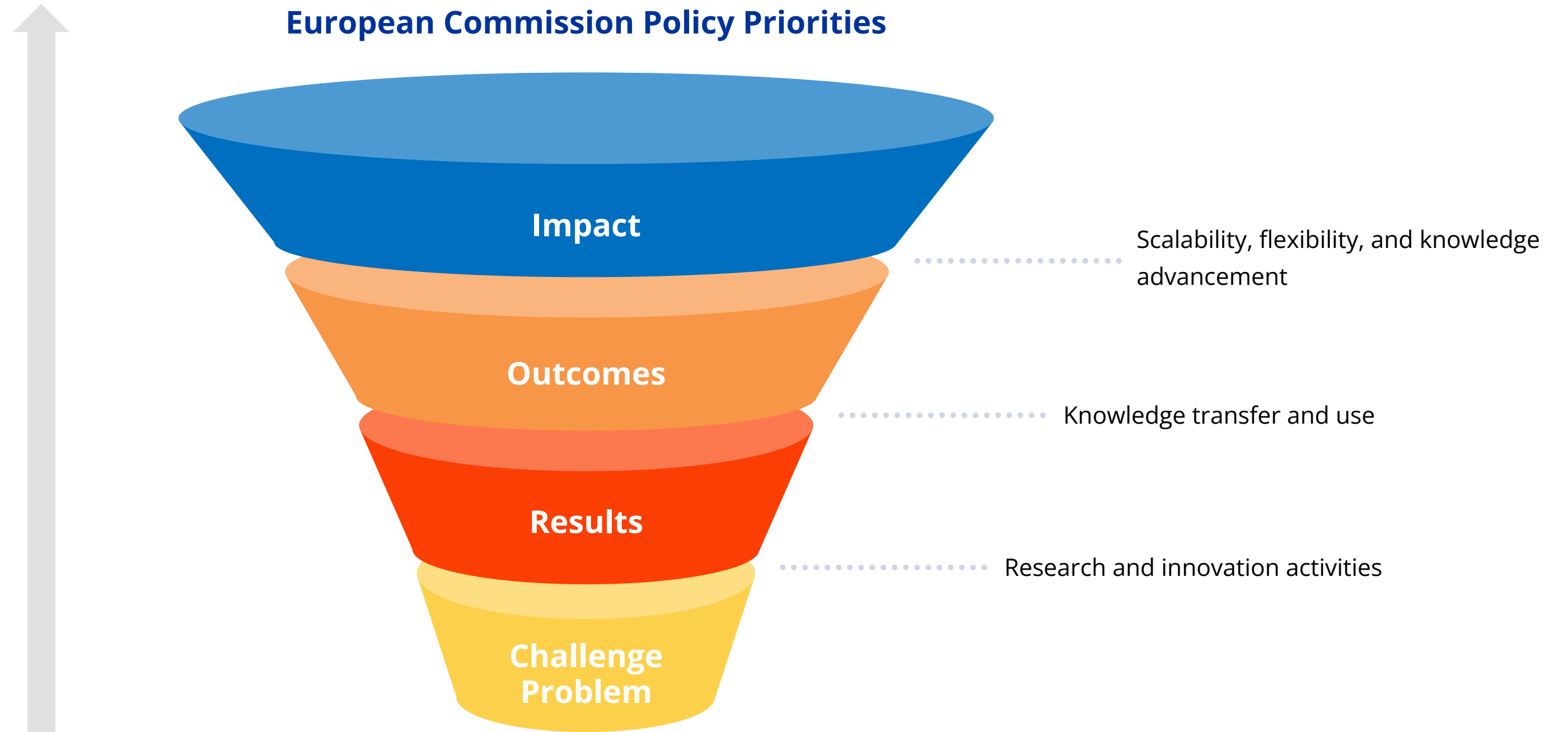
Reusability of data/research outputs: Licenses for data sharing and re-use (e.g. Creative Commons, Open Data Commons); availability of tools/software/models for data generation and validation/interpretation /re use.

Curation and storage/preservation costs; person/team responsible for data management and quality assurance.

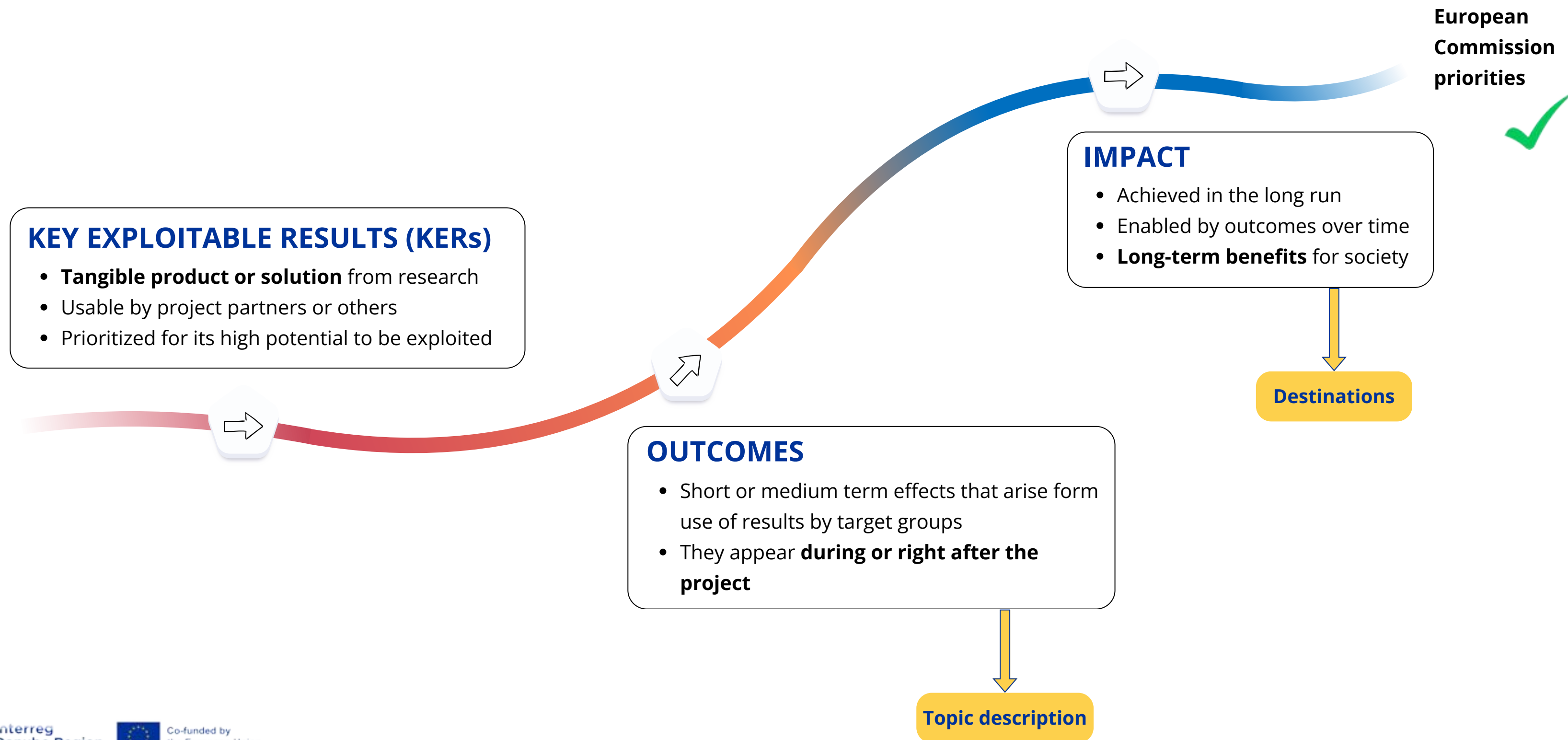
Proposals that generate or reuse research data must provide a one-page Data Management Plan (DMP) outlining how their research outputs will be managed per FAIR principles. This includes findability, accessibility, interoperability, and reusability of the research outputs, as well as the way they will be stored and their cost. DMPs should be updated as the project progresses and develops into a detailed plan by month 6 for submission as a mandatory deliverable.

6. Impact

Connecting Challenges to European Priorities



Pathway to Impact



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Key Exploitable Results (KERs)

From European IP Helpdesk:

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

- A Key Exploitable Result (KER) is a **tangible research output** that addresses a **specific need of a clearly defined target group**.
- It is prioritized for its **high potential to be exploited**, meaning it can generate value through further use, adoption, or market application.
- A KER is usable both by the project partners and by external stakeholders, ensuring that the **results extend beyond the consortium**.
- It is **designed to outperform existing solutions**.
- Ultimately, each KER is selected by the partners for its suitability for practical use, commercialization, or broader societal uptake.

Knowledge or Technology
New scientific discovery
Technical process
Software tool
Product or Service
A commercial product
A platform



For example, a paper or publication alone cannot be considered a KER because it merely disseminates knowledge rather than providing a tangible, exploitable result that can be used, adopted, or generate value beyond the academic community.



Who Uses and Benefits from Project Results

Project results can generate value in two main ways:

Direct Use (by partners): partners may build on the results through new research, develop products or processes, offer services such as consulting, contribute to standards, or support policy development.

Indirect Use (by others): external actors may apply the results through knowledge transfer, collaboration, or licensing agreements, extending the project's reach and impact.

 **Main Actors in the Use of Project Results:**

Problem Holders - organisations or individuals that face the challenge the innovation addresses. They have a clear motivation and readiness to adopt the new solution.

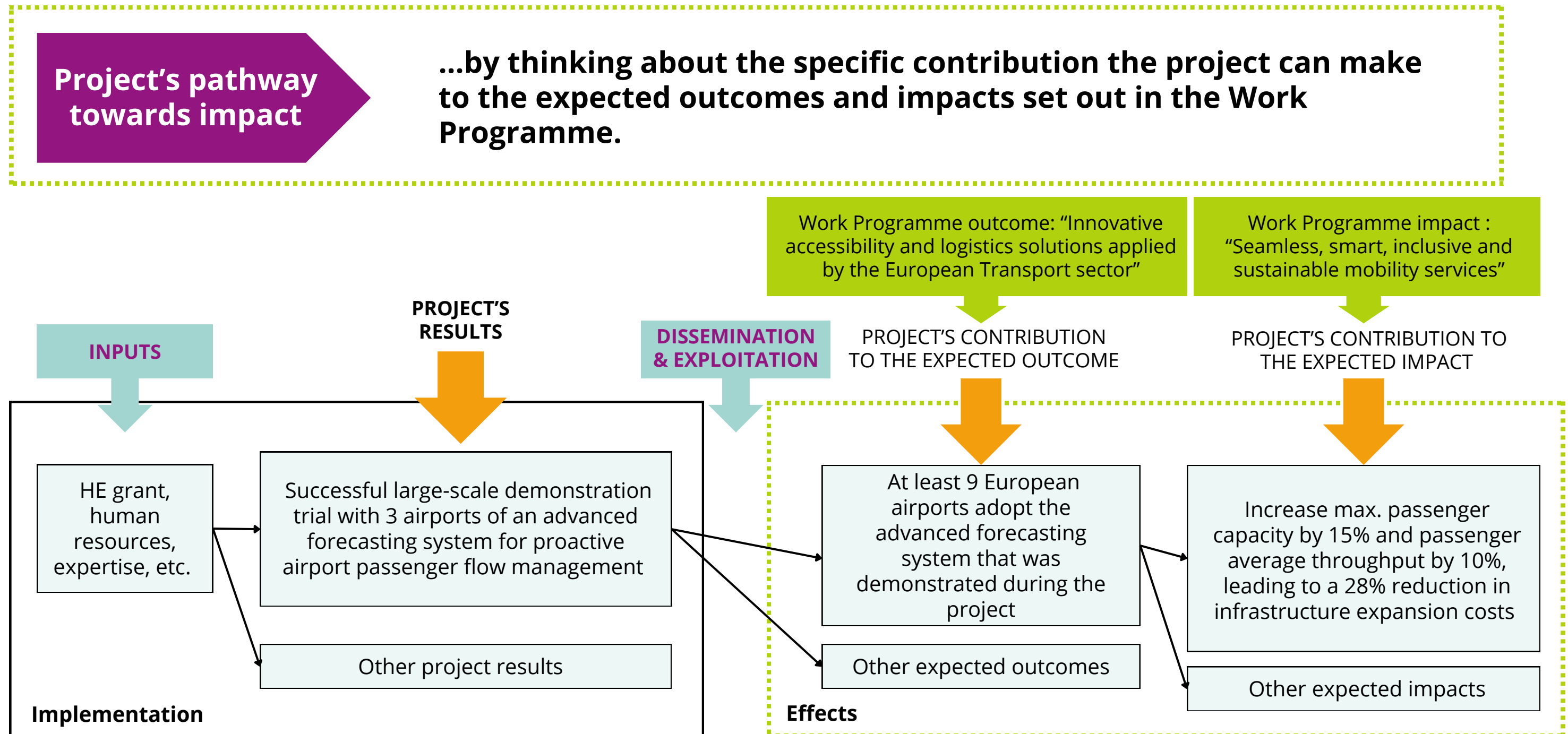
Users/Implementors - those who *apply or integrate* the developed results into their daily work, systems, or operations - often driving broader uptake.

End Beneficiaries - the final recipients who gain concrete advantages from the adoption of the innovation, such as improved services, efficiency, or quality of life.

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	Police Authorities at local and regional level: Municipalities, agencies responsible for security, crime combating, citizen wellbeing and governance (<i>the early adopters</i>);
	Policy/governance and Crime and Terrorism Fighting experts and practitioners supporting authorities in policies and programmes, implementation and governance.
	Technology providers: Companies providing digital technologies for crime detection, analysis and investigation (AI, big data, edge computing, IoT, blockchain, etc.). Consultancies developing home security systems.
	Cross-sectoral, professional organisations: European Union Agencies for: Law Enforcement Cooperation (EUROPOL), Criminal Justice Cooperation (EUROJUST), Law Enforcement Training (CEPOL), Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (EU-LISA), Network and Information Security (ENISA). European Border and Coast Guard Agency (FRONTEX), European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), EIT Digital etc. (<i>the intermediaries</i>)
	European projects: (i.e. Horizon Europe projects- ENACT (101121152), FALCON (101121281), POLIICE (101073795), SafeHorizon (101168562); KOBAN, GANNDALF,

Describing the impact of your proposal



Module 2: Project proposal development in Horizon Europe

Topic A: The (usual) Twinning Bottom-Up

To prevent further disparities, maximise investment in Research and Development and enhance economic growth, Horizon Europe is taking relevant actions under Widening participation and spreading excellence objective. Twinning actions are one of the main instruments of this objective.

Twinning aims to enhance networking activities between the research institutions of the Widening countries acting as coordinators and top-class leading counterparts at European Union level by linking it with at least two research institutions from two different Member States or Associated Countries. Therefore, building on the huge potential of networking for excellence through knowledge transfer and exchange of best practice between research institutions and partners. Twinning actions intend to help raise the research profile of the institution from the Widening country as well as the research profile of its staff including a special focus on strengthening the research management and administrative skills of the coordination institution from the Widening country.

Project results are expected to contribute to all of the following expected outcomes:

- Improved excellence capacity and resources in Widening countries enabling to close the still apparent research and innovation gap within the European Union;
- Enhanced strategic networking activities between the research institutions of the Widening countries and at least two internationally-leading counterparts at European Union level;
- Raised reputation, research profile and attractiveness of the coordinating institution from the Widening country and the research profile of its staff;
- Strengthened research management capacities and administrative skills of the staff working in institutions from the Widening country;
- Improved creativity supported by development of new approaches in Research and Innovation collaboration, increased mobility (inwards and outwards) of qualified scientists.

Scope:

Twinning proposals should have to clearly outline the scientific strategy for stepping up and stimulating scientific excellence and innovation capacity in a defined area of research and innovation as well as the scientific quality of the partners involved in the twinning exercise. This scientific strategy should include arrangements for formulating new (or ongoing) joint research / innovation project(s) in the scientific area of choice and describe how Twinning will take this research to a new stage, by enlarging its scope and/or the research / innovation partnerships.

Such a strategy should include a comprehensive set of activities to be supported. These should include at least a number of the following: short-term staff exchanges; expert visits and short term on-site or virtual training; workshops; conference attendance; organisation of joint summer school type activities; dissemination and outreach activities. As far as appropriate these activities should take into account the gender equality plans of the participants.

Proposals should also focus on strengthening the research management and administration skills of the coordinating institution from the Widening country. This should take the form of a dedicated work package or task, placing emphasis to specific activities, in view of helping the staff of the coordinating institution to improve their proposal preparation and project management/administration skills. If not yet in place, setting up/upgrading a research management/administration unit within the coordinating institution would be beneficial. This will be achieved by fully utilising the experience and best practices of the internationally leading partners and is expected to be a concrete deliverable of the Twinning exercise.

A research / innovation component not exceeding 30% of the total Horizon Europe grant may include a research / innovation project. At least 50% of the budget for the research / innovation component must be allocated to the coordinator. This will open opportunities for integrating smaller research / innovation activities and by this strengthening the commitment and the engagement of the twinning partners. The research part of the project should be presented through a dedicated work package and plan including the scientific objectives, tasks and roles of the partners.

The Twinning proposals should illustrate quantitatively and qualitatively the expected potential impact of the twinning exercise

Expected Outcomes
(topic level)

Scope
(topic level)

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Expected impact

Proposals for topics under this Destination should set out a credible pathway to contribute to the following expected impacts:

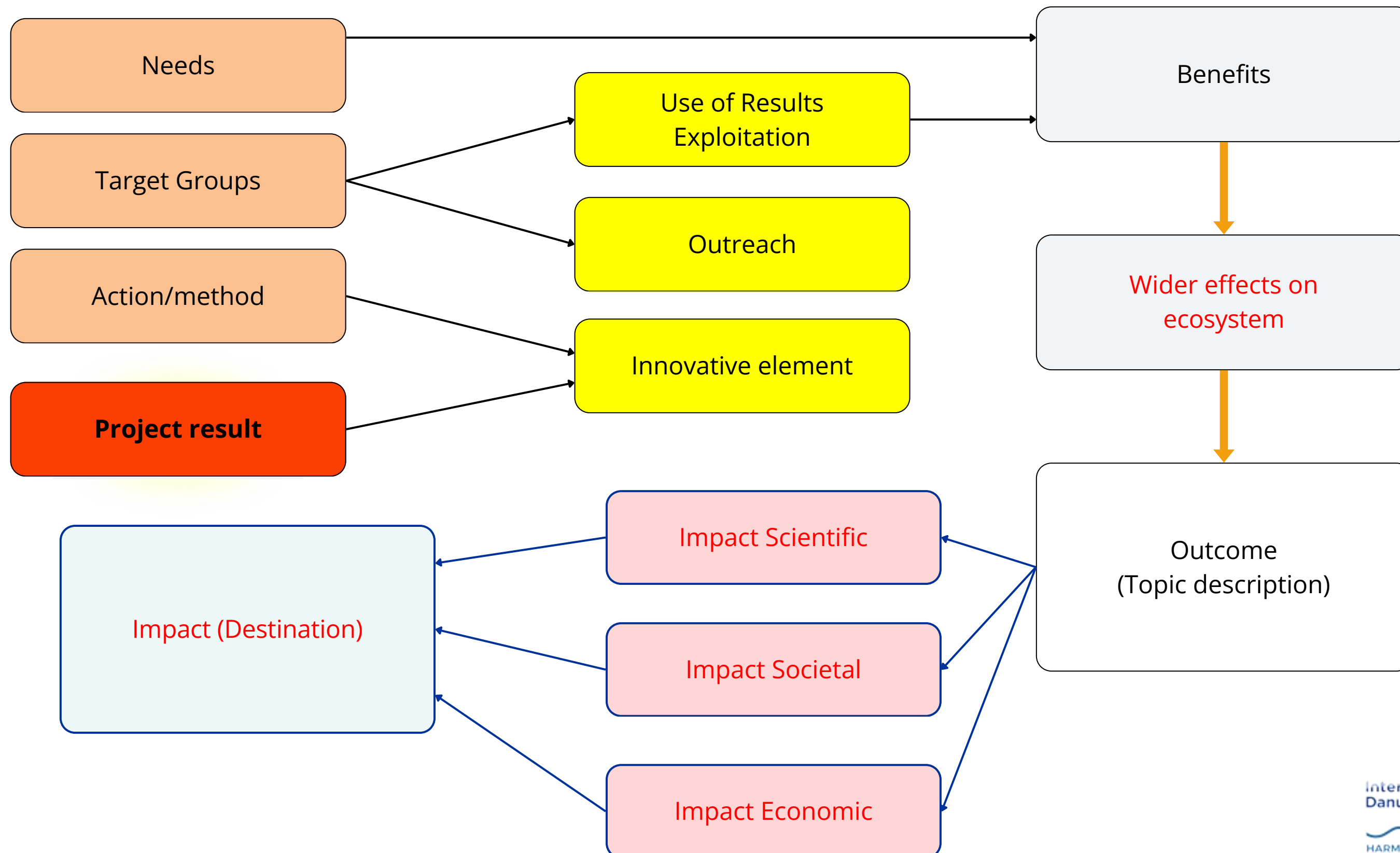
- Increased science and innovation capacity for all actors in the R&I system in Widening countries;
- Structural changes leading to modernised and more competitive R&I systems in eligible countries;
- Reformed R&I systems and institutions leading to increased attractiveness and retention of research talents;
- Mobilisation of national and EU resources for strategic investments;
- Higher participation success in Horizon Europe and more consortium leadership roles;
- Stronger links between academia and business and improved career permeability;
- Strengthened role of the Higher Education sector in research and innovation;
- Greater involvement of regional actors in the R&I process;
- Improved outreach to international level for all actors.

[1] (COM(2020) 628 final, <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020DC0628&from=EN>)

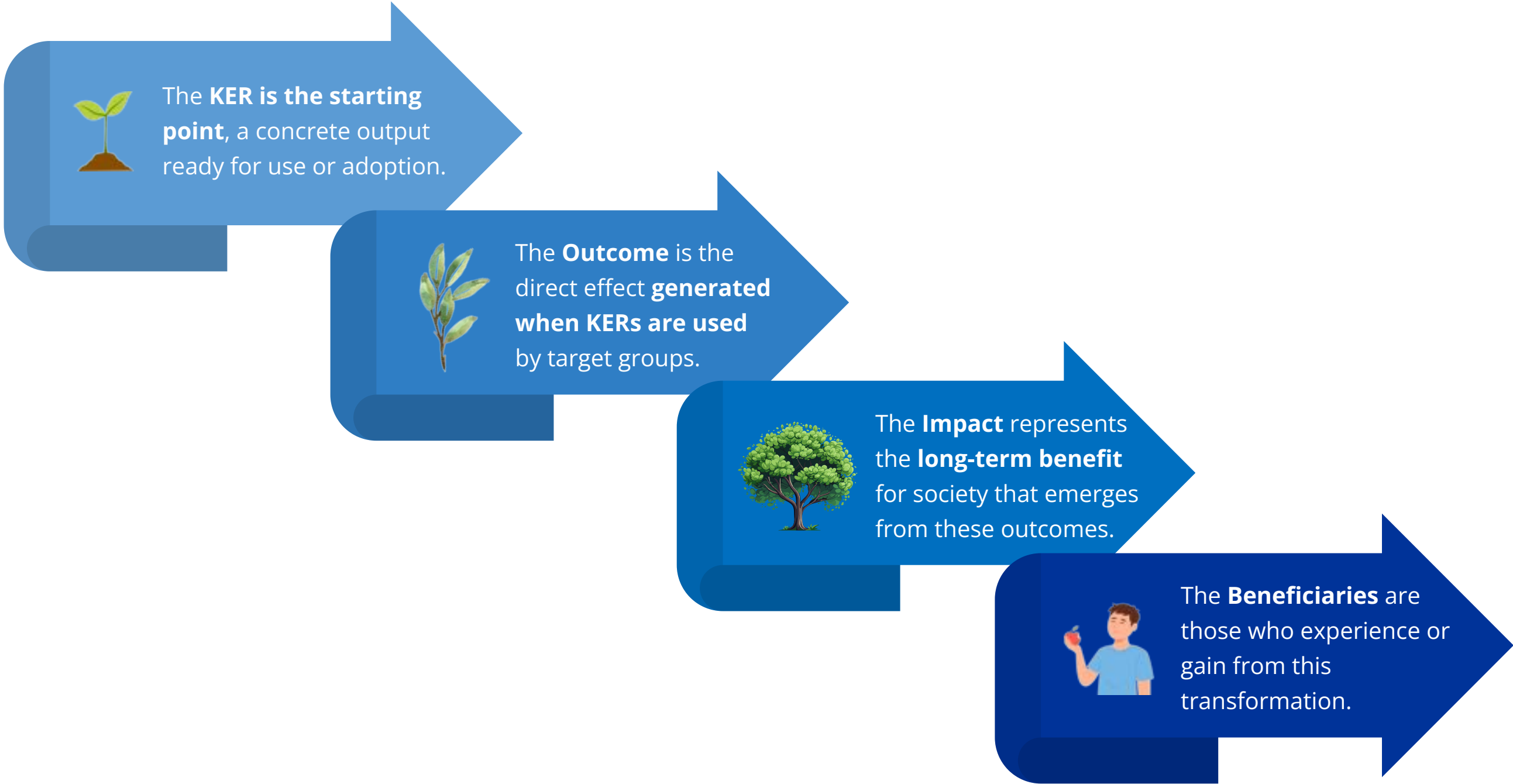
**Expected Impacts
(destination level)**

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Pathway to Impact



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Part B - 2. Impact

The impact section is divided into the following three sections:

2.1 Project's pathways towards impact

Explain how your project's results will make a real difference, beyond the immediate outputs, by leading to measurable outcomes and long-term impacts.

This section should present a logical narrative connecting project results → outcomes → impacts.

✓ **Expected Outcomes** - What Happens in the Short to Medium Term

✓ **Expected Impacts** - What Happens in the Long Term

✓ **Potential Barriers & Risks**

✓ **Scale and Significance**

Specify which groups benefit, with a clear breakdown of relevant user or societal segments.

Topic description

KERs

Destinations

2.2 Measures to maximise impact - Dissemination, exploitation and communication

Explain how you will ensure project results are shared, used, and communicated to achieve the expected outcomes and impacts described in Section 2.1.

✓ **Dissemination (Sharing Results with Targeted Audiences)** - partners will use or enable use of KERs, through research, innovation, market uptake, or licensing, supported by solid IPR management.

✓ **Exploitation (Enabling Uptake of KERs and Results)** - results and KERs will be shared with target users via defined channels and timing to encourage adoption and collaboration.

✓ **Communication** - The project will promote visibility and societal benefits of its results through clear messages and outreach activities.

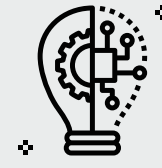
2.3 Summary

Possible Outcomes and Impacts of the Project



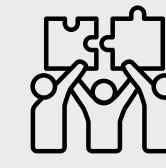
Scientific:

Advancing knowledge within and across disciplines, fostering new scientific insights, strengthening research capabilities, and enhancing tools, infrastructures, or computing systems that support further innovation.



Economic / Technological:

Developing or improving products, services, or processes; boosting productivity and competitiveness; reducing operational costs; enabling market growth; and supporting the creation or adoption of new standards.



Societal:

Generating measurable benefits such as lower emissions, improved health outcomes, better policymaking, or greater public awareness and behavioural change, but only where the project can make a clear and direct contribution.

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Impact Indicators Overview

Category	Indicator Examples	Measurement / Evidence
Collaboration & Partnerships	New partnerships and joint initiatives	Number and diversity (public/private, national/international)
Scientific & Policy Outputs	Publications, policy briefs, and dissemination materials	Quantity and impact (citations, reach, uptake)
Engagement & Visibility	Public events, fairs, and outreach activities; media presence	Number and type of activities; audience size and media mentions
Funding & Sustainability	Follow-up funding secured; revenue from project-derived services or spin-offs	Amount and source of funding; income trends over time
Knowledge & Skills	Training sessions; workshops; knowledge sharing events	Number of sessions; diversity of participants; feedback outcomes
Efficiency & Performance	Cost-effectiveness; productivity improvements among target groups	% reduction in costs or resource use; time savings

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Scale and Significance of Expected Outcomes and Impacts

Scale

Describes how widespread the project's outcomes and impacts will be.

Indicates the size or proportion of the target group likely to benefit over time.

Significance

Refers to the importance and value of the benefits achieved.

Highlights the depth of change your project delivers.

Examples: increased healthy life years, reduction in CO₂ emissions, energy efficiency gains, cost savings, improved decision-making.

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Story makes it more credible.

Expected Outcome 2	Project Outcome 2
<p><i>Development of tools, methods or manuals for PAs, improving their effectiveness in detecting crimes, collecting evidence and investigating cases of major contemporary and/or emerging criminal activities;</i></p>	<p>PO2. Policy Authorities are empowered with a safe-alert device (BondMate) to be granted for use to vulnerable individuals</p> <p>KERs: KER2</p> <p>Target group: Police Authorities</p> <p>Scale Estimation: During the project 4 participating police authorities will provide 10 vulnerable individuals in each region with the device for piloting. 2 years after the project end, we estimate that by working with other community organizations and NGOs to distribute 500 additional devices in each piloting region, and at least in 4 new regions (we plan to sign an agreement with 4 regions to order 500 devices per year once the development reaches TRL 9). So, after 2 years we can expect 4000 devices to be distributed and put in use.</p> <p>Significance Estimation:</p> <ul style="list-style-type: none"> - 25% reduction in emergency response times (measured by comparing response times before and after BondMate implementation using police dispatch data) - 20% increase in reporting crimes rates against vulnerable individuals (by tracking the number of incidents reported through BondMate compared to previous reporting channels).

FUNITEC and ITML in collaboration with vulnerable community members, co-design the BondMate Device & System (KER2). During pilot testing, Sarah, a young woman in London facing economic hardship, receives the BondMate device. One evening, feeling unsafe on her way home, she uses the device to alert nearby police. Thanks to the device's seamless integration with police systems, officers respond promptly, ensuring her safety. Positive feedback from users like Sarah is collected and analyzed by the University of Coimbra (UOC), demonstrating high user satisfaction and effectiveness. The consortium shares these success stories through targeted communication efforts led by CHX via Security Helix. Police authorities recognize the value of the device, leading to wider deployment than just in participating regions. Training programs are implemented to ensure officers are proficient in using the technology. Through these concerted efforts, the BondMate device becomes a vital tool in improving police responsiveness and protecting vulnerable individuals, significantly enhancing overall police effectiveness.

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<p><i>EI3. Improved intelligence picture and enhanced prevention, detection and deterrence of various forms of organised crime</i></p>	<p>PI3. Improved intelligence picture regarding organized crime networks exploiting vulnerable populations. Enhanced community-police collaboration results in the disruption and deterrence of organized crime activities, including human trafficking, exploitation, and systemic criminal enterprises.</p> <p>Target groups: Law enforcement agencies and security services, Vulnerable populations targeted by organized crime</p> <p>Scale estimation: Identification and dismantling of at least 10 organized crime networks exploiting vulnerable communities, 50% increase in actionable intelligence reports originating from community engagements, Improved collaboration among agencies in at least 10 countries, leading to coordinated efforts against organized crime.</p> <p>Significance estimation:</p> <ul style="list-style-type: none">- 20% reduction in exploitation and harm caused by organized crime to vulnerable individuals.- Improved understanding of organized crime operations leads to more effective prevention and intervention strategies.- Disruption of cross-border criminal networks contributes to overall safety and stability within the EU.
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Requirements & Barriers

Identify any external factors or conditions beyond the project's direct scope or timeline that could influence the achievement of your expected outcomes and impacts. You could opt to visualise the above in a table. The first column describing the barrier and the second column describing how the project will deal with it.

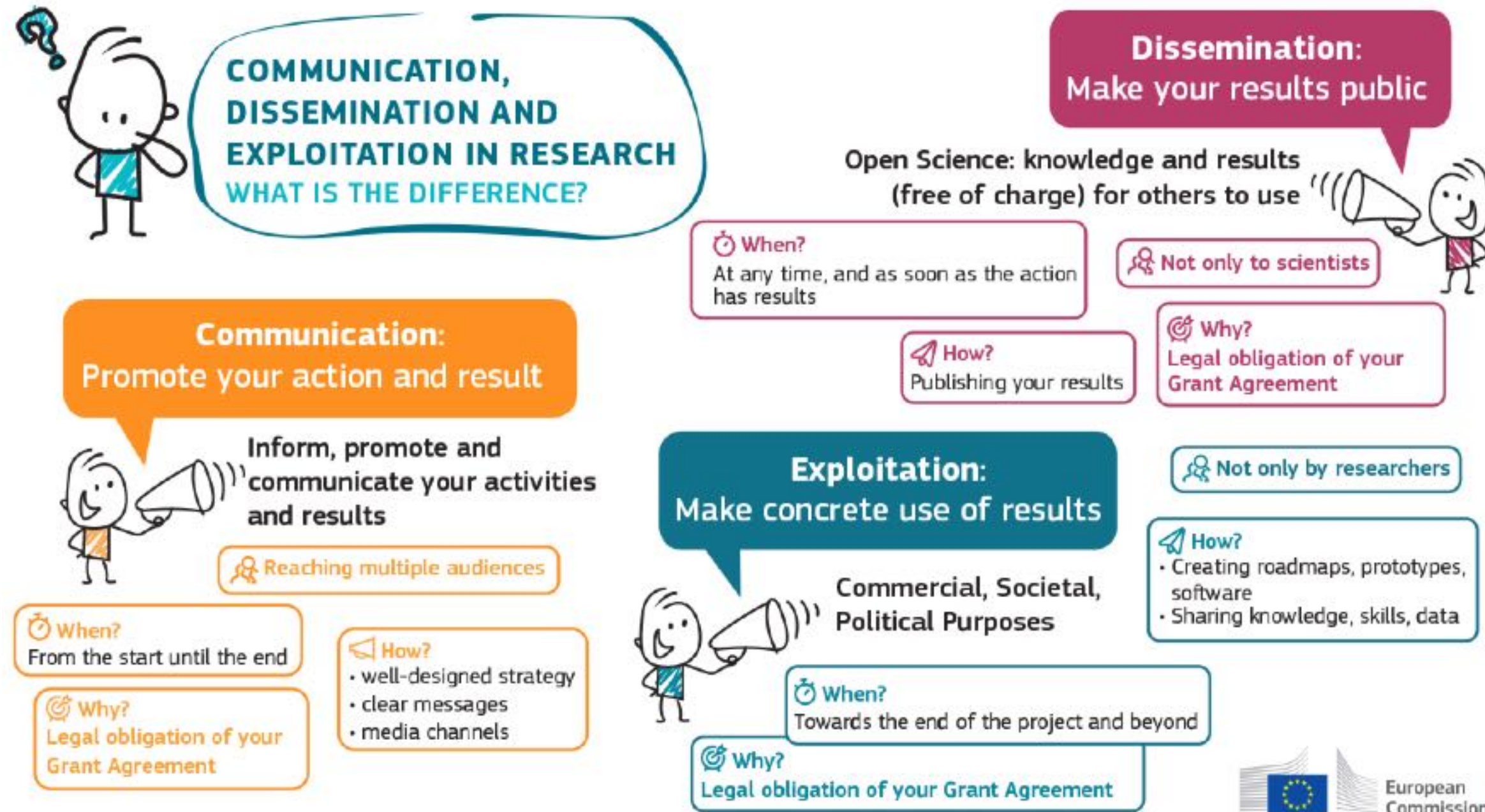
These may relate to aspects such as:

- Developments in other research and innovation initiatives (within or outside Horizon Europe);
- The regulatory or policy context;
- Market conditions and user behaviour;
- Shifts in technological or societal trends over time.
- Explain how these factors could evolve and what mitigation strategies you will apply, both within the project and through external actions, to reduce their potential impact or adapt if initial assumptions prove inaccurate.

Note: This section is not about project internal risks and hurdles that affect the management and implementation of your project. You address these aspects in chapter 3 Implementation.



Dissemination, communication & exploitation



Exploitation Intentions

KER	Lead Partner	Routes to exploitation	Target audience	IPR

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Communication plan

Activity	Main audience	Key message	Timing	KPIs
Social media	General public		M3 - M36	1000 website visits...

Dissemination plan

Target group	Detailed description	Key message	Channels
TG1: Clinical Researchers	Researchers focusing on regenerative medicine, tissue engineering, and related fields.	bioprinting technology for skin tissue engineering is opening new avenues for research and collaboration.	Scientific journals (open science), international conferences, symposiums, collaborative research networks

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CDE work package

Communication + dissemination + exploitation.

Objectives are to (1) prepare partners for using the key exploitable results, (2) inform adopters about KERs using dissemination activities, (3) Raise awareness of the public about the project and (4) identify the next steps to ensure exploitation after the project ends.

Suggested tasks:

- Preparing communication, dissemination and exploitation plan
- Implementing communication and dissemination activities
- Clustering with other EU project and activities
- Intellectual asset management
- Sometimes - policy blueprint development

Which partner does what action and when?

7. Implementation

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Quality and Efficiency of the Implementation

Deliverable

A report that is sent to the Commission or Agency providing information to ensure effective monitoring of the project. There are different types of deliverables (e.g. a report on specific activities or results, data management plans, ethics or security requirements).

Milestones

Control points in the project that help you to chart progress. Milestones may correspond to the achievement of a key result, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems arise, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development. The achievement of a milestone should be verifiable.

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Quality and Efficiency of the Implementation

Results

What is generated during the project implementation. These may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc.) are 'Intellectual Property', which may, if appropriate, be protected by formal 'Intellectual Property Rights'.

Critical risk

A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

- Level of likelihood to occur (Low/medium/high): The likelihood is the estimated probability that the risk will materialize even after taking account of the mitigating measures put in place.
- Level of severity (Low/medium/high): The relative seriousness of the risk and the significance of its effect.

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Work plan and resources

Mandatory elements:

- detailed work description, i.e.:
 - a list of work packages (table 3.1 a);
 - a description of each work package (table 3.1 b);
 - a list of deliverables (table 3.1 c);
 - a list of milestones (table 3.1 d);
 - a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 3.1 e);

Comment: you may further detail the table of the critical risks by identifying implementation risks, risks related to the research/overall project methodology or to the implementation of some work packages

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Implementation: Deliverables and Milestones

Deliverables

- Reports demonstrating project progress to the European Commission
- are defined for each work package, with a specified delivery deadline and level of dissemination.

No.	Name	Description	WP no.	Lead participant	Type	Dissemination level	Delivery date
D61.	DC plan	Dissemination, and Communication (DC) plan	6	TP	R	PU	M6

Milestones

- Critical points in project implementation.

No.	Name	WP no.	Means of verification	Due date
MS2	Agreement on KER list	6	Confirmed by agreement approved by Steering Committee	M6

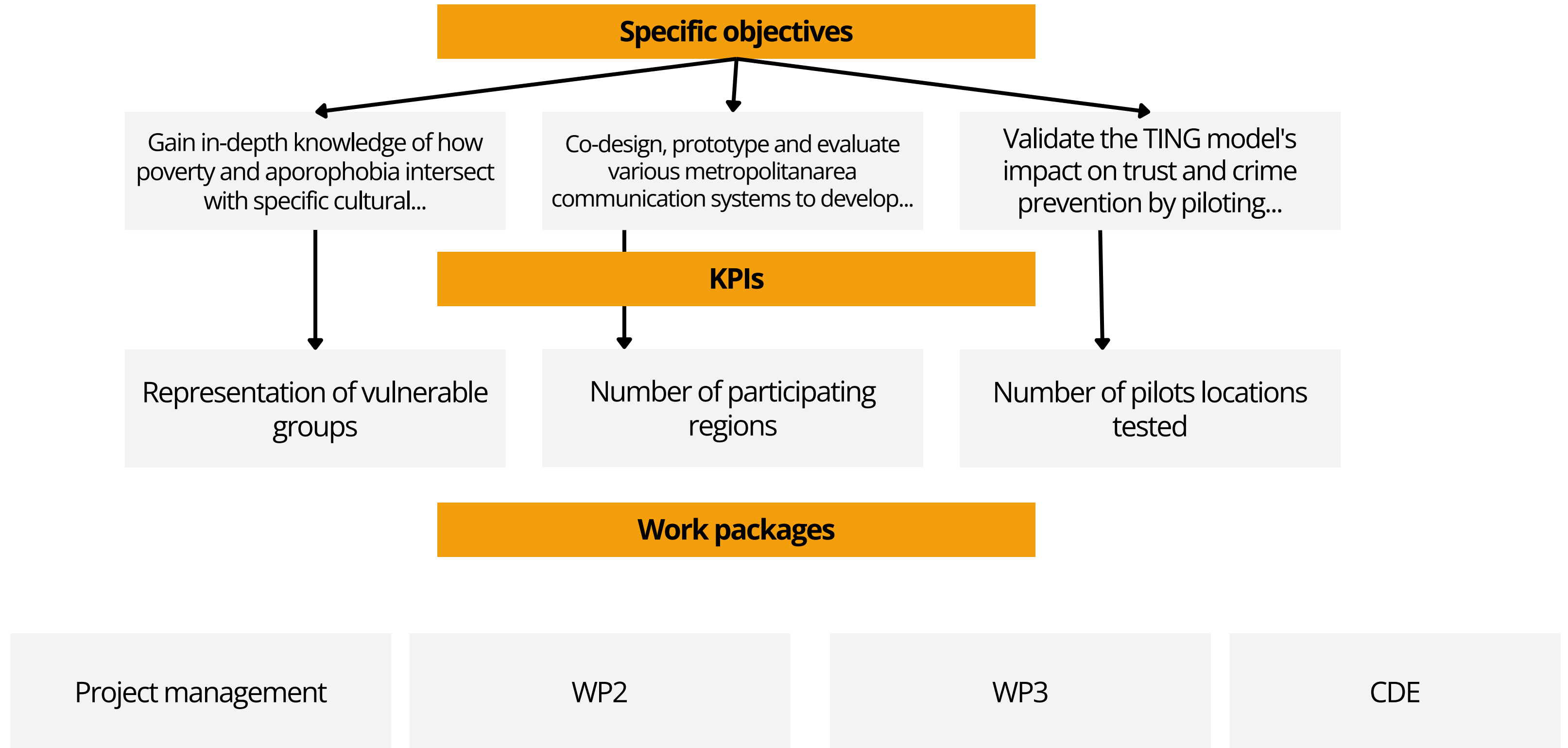
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Work plan and resources

Mandatory elements:

- a table showing number of person months required (table 3.1 f);
- a table showing description and justification of subcontracting costs for each participant (table 3.1 g);
- a table showing justifications for 'purchase costs' (table 3.1 h) for participants where those
- costs exceed 15% of the personnel costs (according to the budget table in proposal part A);
- if applicable, a table showing justifications for 'other costs categories' (table 3.1 i);
- if applicable, a table showing in-kind contributions from third parties (table 3.1 j)

Work packages, WPs



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For each work package:

Work package number	
Work package title	

⚠ *Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)*

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants. Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

Each task need to be linked to the goal of the WP

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Capacity of participants and consortium as a whole

Describe the consortium. How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge?

Interreg
Danube Region



Co-funded by
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HARMONMISSIONS

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Budgeting and budget categories

Subcontracting: it is advisable to keep subcontracting below 15% of the total project's cost. Subcontracting is about outsourcing part of your activities, for which the following rules apply:

- You may not subcontract a core part of your work.
- Subcontractors may not be named in your proposal. Provide just an estimate of the subcontracting budget and a short description of what you plan to subcontract.
- Project partners may not subcontract among themselves.
- Partners who subcontract remain fully liable for the actions of the subcontractor and for the delivery of their work on time and with decent quality.

[Source: The complete Horizon Europe budget preparation guide \(enspire.science\)](#)

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Budgeting and budget categories

Characteristic	Actual Costs	Lump Sum
Applicable to actions	RIA, IA, CSA	RIA, IA, CSA (depending on the call)
Budget planning	By cost categories	By work packages
Cost reporting	Detailed reporting and documentation required	No need to report individual costs
Financial audits by the beneficiary	Possible (\geq EUR 430,000)	Not required
Administrative burden	Higher	Lower
Payments	Based on accepted costs	Based on completed work packages

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Creating a Budget - Part A

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 costs-usual accounting practices)	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
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Creating a Budget - Part B

Table 3.1f: Summary of staff effort

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

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		

Where to start?

Selection of the budgeting approach:

- Top-down approach
- Bottom-up approach
- Collection of necessary data
- Preparation of a unified budget table
- Budget consolidation

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Budget Categories

Category	Description	Notes
A. PERSONNEL COSTS	A.1 Employees A.2 Natural persons under direct contract A.3 Seconded persons A.4 SME owners and natural person beneficiaries	When planning the budget → use person-months (PM); during implementation → use daily rate
B. SUBCONTRACTING COSTS	Costs for outsourced project activities or services	<i>Excluded from the 25% indirect cost calculation</i>
C. PURCHASE COSTS	C.1 Travel and subsistence C.2 Equipment C.3 Other goods, works, and services	—
D. OTHER COST CATEGORIES	D.1 Financial support to third parties D.2 Internally invoiced goods and services D.3 Transnational access to research infrastructure (unit costs) D.4 Virtual access to research infrastructure (unit costs) D.5 PCP/PPI procurement costs	<i>Excluded from the 25% indirect cost calculation</i>
E. INDIRECT COSTS	Flat-rate contribution of 25% of eligible direct costs	—

**Thank you for your
attention.**

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