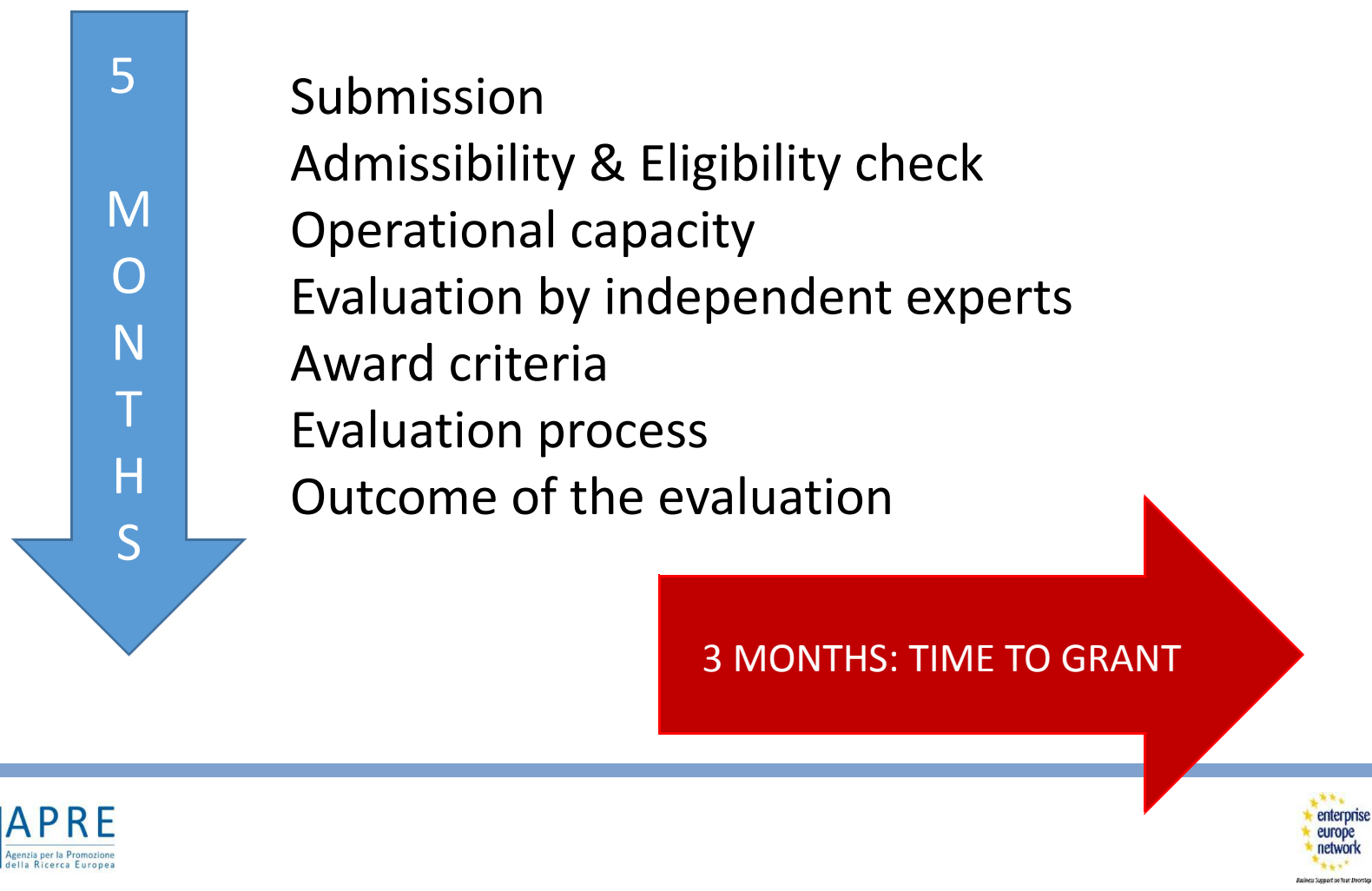


# La valutazione dei progetti Horizon 2020

# Process



# ONLINE MANUAL

**RESEARCH & INNOVATION**  
Participant Portal H2020 Online Manual

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**H2020 Online Manual**

- My Area - User account & roles
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  - Applying for funding**
    - Find a call
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      - What you need to know about Horizon 2020 calls
    - Find partners or apply as individual
  - Register in the Beneficiary Register
    - Registration of your organisation
    - LEAR appointment
    - Validation of potential beneficiaries
    - Financial viability check
    - Data update
    - Certifications
  - Submit a proposal
    - Get prepared
    - Electronic proposal

**Grants**

***Applying for funding***

Find a call → Find partners → Register an organisation → Submit a proposal

***Evaluation & Grant signature***

Eligibility check → Evaluation of proposals → Grant preparation → Grant signature

***Grant management***

Keeping records | Amendments | Reports & payment requests | Deliverables

Dissemination & exploitation | Communicating your project | Acknowledgement of EU funding | Checks, audits, reviews & investigations

**Working as an expert**

Expert registration | Contracting & payment | Expert roles & tasks

**Cross-cutting priorities & issues**

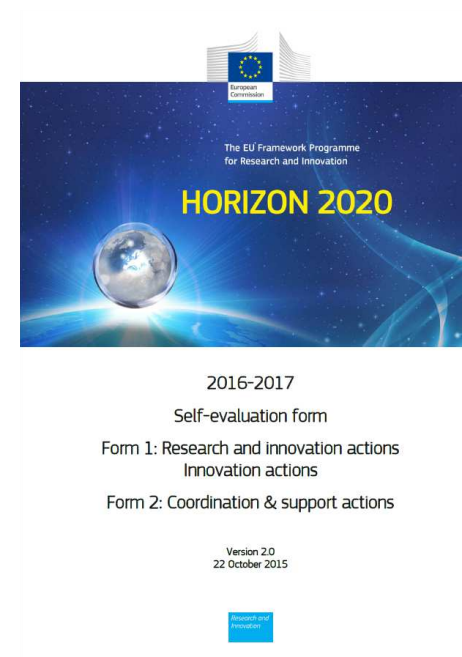
International | Social Sciences | Open access & ... | Climate action & ...

# Submission in H2020

- Mock evaluation\*
- Proposal fulfils the conditions set out in the call
- The requested declarations have been made
- All consortium members have their own PIC\*
- The system will check page limits\*
- Self check for SME status\*
- Financial viability\*

# Mock evaluation

- As part of the topic information for the call, there is a link to the evaluation forms similar to those used by the experts for the evaluation of the proposal.
- It is strongly recommended to use these forms to assess the strengths and weaknesses of the proposal before submitting it.



[http://ec.europa.eu/research/participants/data/ref/h2020/call\\_ptef/ef/2016-2017/h2020-call-ef-ria-ia-csa-2016-17\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/ef/2016-2017/h2020-call-ef-ria-ia-csa-2016-17_en.pdf)

# PIC

- Before applying for research funding (by submitting a project proposal), all organisations (partners) involved in the project must first be registered with the Commission and have a **9-digit Participant Identification Code (PIC)**.
- It is needed to provide information about the legal status and the finances.
- The Beneficiary Register includes a questionnaire that allows determining [whether an organisation](#) is an SME (according to the EU Recommendation 2003/361/EC) and thus whether it is eligible to apply for the funding of certain H2020 actions.

# Page limit

- RIA & IA Full proposals: the cover page and sections 1, 2 and 3, together should not be longer than 70 pages. All tables, figures, references and any other element pertaining to these sections must be included.
- RIA & IA First stage proposal: 10 pages.
- CSA Full proposals: the cover page and sections 1, 2 and 3, together should not be longer than 50 pages. All tables, figures, references and any other element pertaining to these sections must be included.
- If you attempt to upload a proposal longer than the specified limit **before the deadline**, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. **After the deadline**, any excess pages will be overprinted with a 'watermark', indicating to evaluators that these pages must be disregarded.

# SME status

- SME status will be validated based on a **self-declaration** through a web-based questionnaire in the Beneficiary Register of the Participant Portal.
- If the SME status is an eligibility criterion and based on the result of the SME questionnaire, you may request the **Validation Services** to confirm this status.

To count as an SME, the organisation must be engaged in an economic activity and must have:

- fewer than 250 employees and
- an annual turnover of **no more** than €50 million and/or an annual balance sheet of **no more** than €43 million.



# Financial viability

The Commission always checks the financial viability of a project coordinator when the requested EU funding for the action is **equal or superior to EUR 500,000** unless the coordinator is:

- a public body
- a higher or secondary education establishment
- an international organisation or body whose participation is guaranteed by the government of an EU country or associated country
- a private individual in receipt of a scholarship

You can check your organisation's financial viability yourself using the [Financial self-check tool](#)

# Submission in H2020

- Before the call deadline
- Submitted by the coordinator **on-line** via the Electronic Submission Service of the Participant Portal
- Before the call deadline, the coordinator may replace the proposal with new proposals. The EC will only keep for evaluation the most recent version submitted.

# Admissibility check

proposal/application must be:

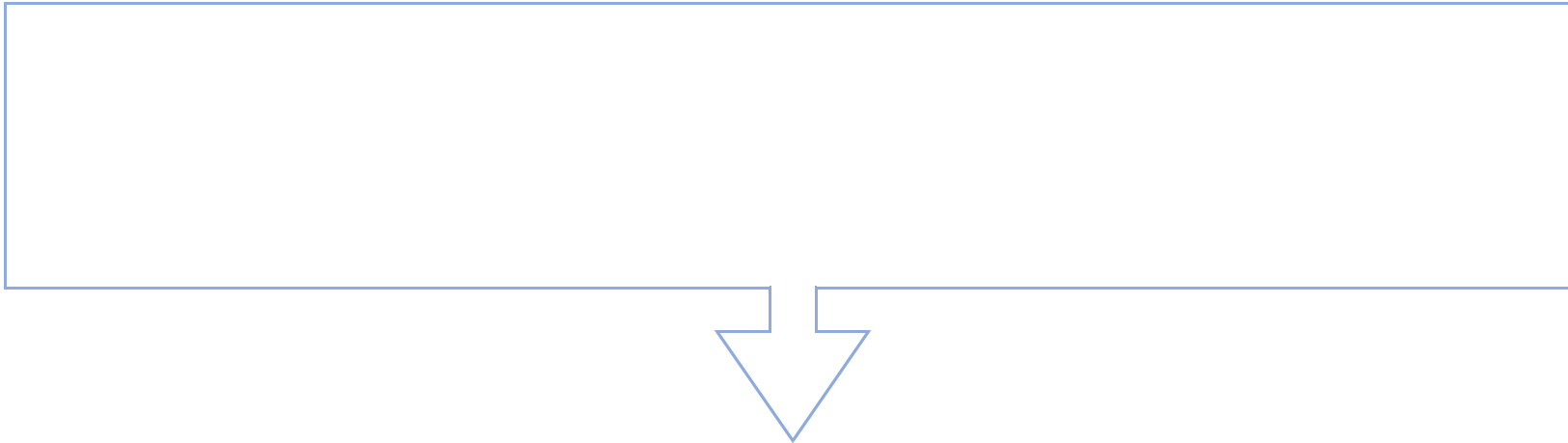
- submitted in the electronic submission system before the deadline given in the call conditions or rules of contest;
- readable, accessible and printable;
- the proposal (both the administrative forms and technical annex) is complete;
- Grant proposals must include a draft plan for the exploitation and dissemination of the results.

# Eligibility check

A proposal/application will only be considered **eligible** if:

- its content corresponds, wholly or in part, to the topic/contest description for which it is submitted;
- it complies with the eligibility conditions for participation depending on the type of action:
  - RIA (research and innovation action): At least three legal entities. Each of the three must be established in a different EU Member State or Horizon 2020 associated country. All three legal entities must be independent of each other.
  - IA (innovation action): as above.
  - CSA (coordination and support action): At least one legal entity established in an EU Member State or Horizon 2020 associated country.
  - SME instrument: At least one SME.
  - ...

# Award Criteria [Single and second stage]



**Thresholds 10/15**

*Details, Weightings and thresholds to be laid down in WP*

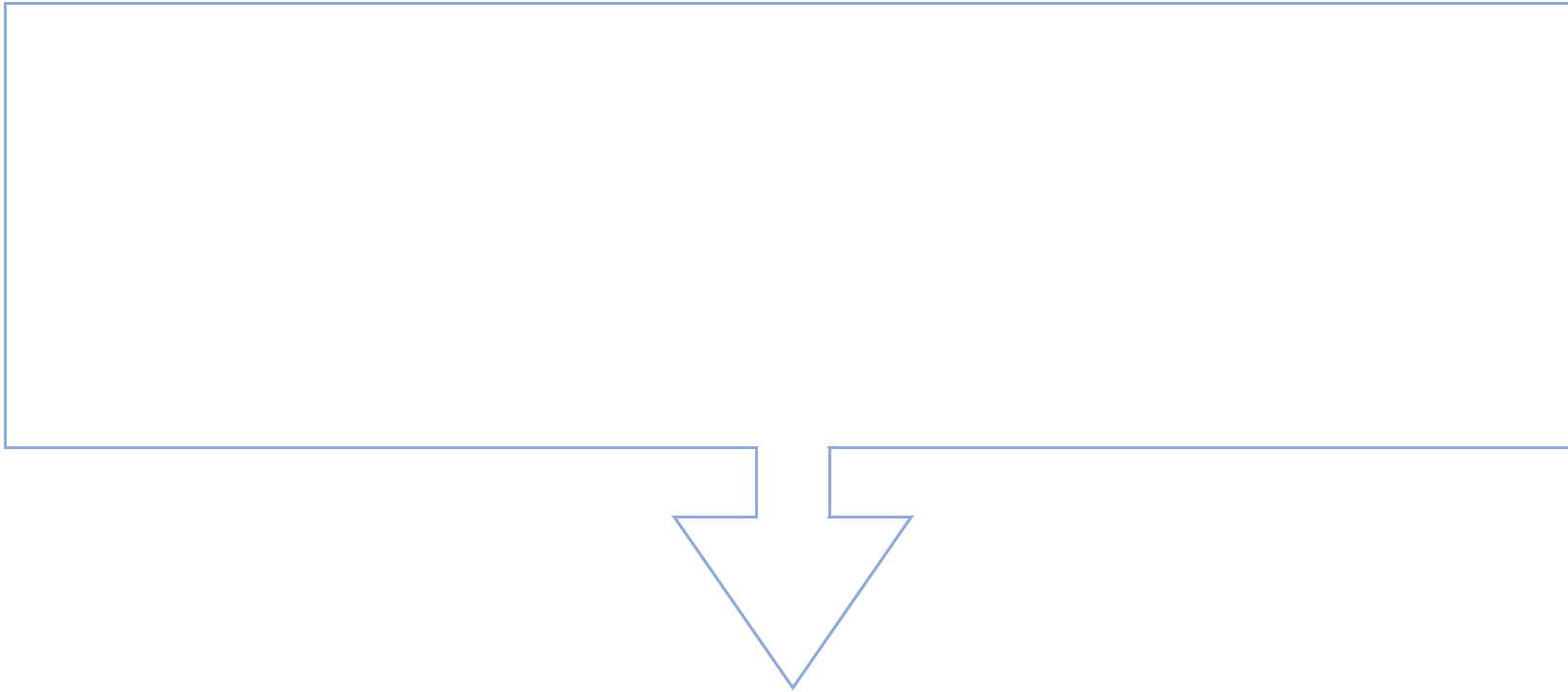
\*Excellence

Sole criterion for ERC frontier research actions

\*\*Impact

Higher weighting for innovation actions

# Award Criteria [first stage]



\*Impact  
Evaluated only the expected impact

**Thresholds 08/10**

# Evaluation criteria (RIA/IA/SME instrument )

## Excellence

Clarity and pertinence of the objectives

Soundness of the concept, and credibility of the proposed methodology

Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)

Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge

## Impact

The extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic

Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society

Quality of the proposed measures to:

- Exploit and disseminate the project results (including management of IPR), and to manage research data where relevant.
- Communicate the project activities to different target audiences

## Implementation

Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables

Appropriateness of the management structures and procedures, including risk and innovation management

Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise

Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role

# Proposal scoring

**Give a score between 0 and 5 to each criterion based on the comments**

- Half-marks can be used
- The whole range of scores should be used
- Scores must pass thresholds if a proposal is to be considered for funding

**Thresholds apply to individual criteria...**

**The default threshold is 3 (unless specified otherwise in the WP)**

**...and to the total score**

**The default overall threshold is 10 (unless specified otherwise in the WP)**

**For Innovation actions and the SME instrument, the criterion Impact is given a weight of 1.5 to determine the total score**

Instructions: The weight of 1.5 applies for ranking only

- Experts give a score out of 5 for all criteria
- Thresholds to individual criteria and total score apply
- For above-threshold proposal, impact is multiplied by 1.5, giving a total score out of 17.5.
- If IA and RIA in the same ranked lists, then a normalisation (out of 15) is needed.



# Interpretation of the scores

0

The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1

Poor. The criterion is inadequately addressed, or there are **serious inherent weaknesses**.

2

Fair. The proposal broadly addresses the criterion, but there are **significant weaknesses**.

3

Good. The proposal addresses the criterion well, but a **number of shortcomings** are present.

4

Very Good. The proposal addresses the criterion very well, but a **small number of shortcomings** are present.

5

Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any **shortcomings are minor**.

# The Evaluator

In order to ensure that only proposals of the highest quality are selected for funding, the EC rely on **independent experts** for the evaluation of proposals ('evaluators').

**How are the evaluators selected?** The EC appoints independent evaluators for each call from the database of experts. When selecting evaluators, the EC looks for:

- a high level of skill, experience and knowledge in the relevant areas (*e.g. project management, innovation, exploitation, dissemination and communication*)
- and, provided the above condition can be satisfied, a balance in terms of:
  - skills, experience and knowledge
  - geographical diversity
  - gender
  - where appropriate, the private and public sectors, and
  - an appropriate turnover from year to year.

# Role of independent experts

- The independent experts evaluate proposals submitted in response to a given call.
- The experts are responsible for carrying out the evaluation of the proposals their selves:
  - not allowed to delegate the work to another person!
  - must close reports in the electronic system within a given deadline
  - contractual obligations!
  - The allowance/expenses may be reduced or rejected otherwise
- Significant funding decisions will be made on the basis of the evaluators' assessment.



## RESEARCH & INNOVATION

### Participant Portal

European Commission > Research & Innovation > Participant Portal > Experts

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REGISTER

#### News

The [3rd Health Programme](#) and the [Consumer Programme](#), managed by the Consumer, Health and Food Executive Agency (CHAFEA), and the [Research Fund for Coal and Steel \(RFCS\)](#) are now using the [European Commission's experts database](#) to select experts for assignments including the evaluation of proposals and monitoring of projects. If you are already registered as an expert and wish to also indicate your interest in these programmes, please [update your profile](#) by ticking "RFCS (Research Fund for Coal and Steel)" and/or "Third Health Programme (managed by Chafea)" ('Programme Selection' section). New experts registering can indicate their interest in working for any of the programmes listed in the 'Programme Selection' section.



#### Experts

H2020 ONLINE MANUAL

Join the database of independent experts. The European Commission appoints independent experts to assist with assignments that include the evaluation of proposals, monitoring of projects, and evaluation of programmes, and design of policy.

#### New experts

##### Who can be an expert?

You have a chance of being selected as an expert if you:

- have high-level of expertise in the relevant fields ([see calls for experts for details](#))
- can be available for occasional, short-term assignments

REGISTER AS EXPERT

##### What do expert assignments involve?

Experts, as peer reviewers, assist in the:

- **evaluation** of proposals
- **monitoring** of actions

In addition, experts assist in the :

- **preparation, implementation or evaluation of programmes and design of policies.**

**Business innovation coaches** support SMEs funded via the SME instrument. An expression of interest for experts willing to become Business Innovation Coach for the SME instrument is available [on the EASME website](#). Candidate coaches will also be asked to provide more detailed information on their competence and experience [here](#).

In order to access the expert registration form, you are first asked to login with a valid Participant Portal (EU Login) account. If you do not have it yet, it easy to [create your Portal \(EU Login\) account](#).

Welcome **C POCATERRA**

Candidature number

EX2006C193655

@ pocaterra@apre.it

My Data

Profile

Identity

Bank Accounts

My Contracts

3/6

Status Incomplete

See details

Personal Details

Programme Selection

Languages

Education

Area of Expertise

Professional Experience

Help

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## Profile - Personal Details

Let us know who you are.



We respect your privacy. You can consult the [privacy statements for Experts on the Participant Portal \(ppp\)](#) page covering [all the pp-data protection and privacy conditions](#)

Mr.

Title

Chiara

First name

POCATERRA

Family name

☐ Male

☒ Female

Gender

07/01/1976

Date of birth  
(dd/mm/yyyy)

Italy

Nationality

Select ...

Second nationality  
(if applicable)

## Contact Details

Let us know how to contact you and where to send any documentation



e-mail is the main form of communication, although we may need to get in touch by other means.

e-mail address pocaterra@apre.it

Street name and number

Roma

Town/City

Italy

Country

00184

Post code

phone number 1 +390648000300



# RESEARCH & INNOVATION

## Participant Portal - Expert Area

European Commission > Research & Innovation > Participant Portal > Experts

LOGOUT

Welcome **C. POCATERRA**

Candidate number  
**EX2006C193655**  
@ pocaterra@eprc.it

### My Data

profile

Identity

Bank Accounts

### My Contracts

3/6 **Status Incomplete**  
See details

Personal Details

### Programme Selection

Languages

Education

Area of Expertise

Professional Experience

### Help



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### Profile - Programme Selection



We respect your privacy. You can consult the privacy statements for Experts on the [Participant Portal \(PP\)](#) page covering all the [PP data protection and privacy conditions](#).

For each of its programmes, the Commission and its agencies published calls for expression of interest for experts (call texts accessible by clicking on programmes below).

Tasks consist of assisting in the:

- **Evaluation** of proposals;
- **Monitoring** of actions;
- **Preparation, implementation or evaluation** of programmes and **design** of policies.



By selecting any of the programmes below:

- you certify that the information provided in your application is true
- you agree to the terms of the [privacy statement](#)
- you agree to accept using the electronic exchange systems for interactions with the European Commission or relevant funding body
- if contracted as an expert, you accept that the European Commission or relevant funding body publish your name and area of expertise on their respective websites

Please indicate the programmes for which you wish to be considered for selection as an expert

- ☐ [Horizon 2020 \(including Euratom programme\)](#)
- ☐ [Education, Audiovisual and Culture Executive Agency \(EACEA\) programmes](#)
- ☒ [COSME \(Competitiveness for Small and Medium-sized Enterprises\)](#)
- ☐ [CEF \(Connecting Europe Facility\)](#)
- ☐ [RFCS \(Research Fund for Coal and Steel\)](#)
- ☐ [Third Health Programme \(managed by Chafea\)](#)
- ☒ [Promotion of Agricultural Products \(managed by Chafea\)](#)
- ☐ [Ternateo Security, Energy, Research and Innovation \(TERSEI\)](#)

Welcome C POCATERRA



Candidature number  
EX2006C193655



pocatterra@apre.it

My Data

Profile

Identity

Bank Accounts

My Contracts

4/6 Status Incomplete See details

- Personal Details

Programme Selection

**Languages**

Education

Area of Expertise

Professional Experience

Profile - Languages

Please indicate your mother tongue and any other languages you speak.

English is usually the common language for evaluations and reviews.

Language	Writing		Reading		Conversation	
	Mother Tongue	Fluent	Mother Tongue	Fluent	Mother Tongue	Fluent
Language 1	Italian					
Language 2	English					

<< Back

Add new language

Continue >>

### Professional Experience



# RESEARCH & INNOVATION

## Participant Portal - Expert Area

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Welcome C POCATERRA

 Candidature number  
EX2006C193655

 pocaterra@apre.it

Saved successfully

### Profile - Area of Expertise

Please tell us about your field of expertise using the interactive navigation trees provided and finally in your own words.

#### My Data

Profile

Identity

Bank Accounts

#### My Contracts

A Specialist Field(s)

B Pre-defined Themes

C Open Keywords

### My Specialist Field(s)

Please let us know your specialist field(s) using the interactive tree accessible below.

Please select **at least one specialist field per programme**



Knowing your field of expertise helps us to match your profile to relevant assignments.

4/6 Status Incomplete See details

Personal Details

Programme Selection

Languages

Education

#### Area of Expertise

Professional Experience

1. H2020 > Business and Innovation > BUSINESS > Business management **Project management and coordination**

2. H2020 > Business and Innovation > INNOVATION > Innovation management **Innovation support services**

3. H2020 > Business and Innovation > SPECIFIC SECTORS > Energy **Energy Efficiency**

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print profile 



# RESEARCH & INNOVATION

## Participant Portal - Expert Area

European Commission > Research & Innovation > Participant Portal > Experts

LOGOUT

Welcome C POCATERRA

Candidature number  
EX2006C193655  
pocatterra@apre.it

### My Data

Profile

Identity

Bank Accounts

### My Contracts

6/6 Status Complete

- Personal Details
- Programme Selection
- Languages
- Education
- Area of Expertise
- Professional Experience

### Help

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### Profile - Professional Experience

Please tell us about your career. We are interested in your employment history, experience in assisting the European Commission under its programmes, any other experience in peer review or evaluation as well as your publications and/or achievements.

- A Employment History
- B Experience in Field
- C Publications & Achievements
- D Additional Info

Please click on the add employer button to complete your work experience and then answer the 3 questions below.

#	Job Title	Organisation	From	To
1	Project Manager, NCP HORIZON 2020	APRE	01/2004	
2	Junior Project Manager	IDP	10/2002	06/2003

Add Employer

How long have you worked in your specialist and/or related fields?

10-14 years

Have you ever worked in the industrial sector? e.g. board member of a company, CEO, working in R&D in a company etc.

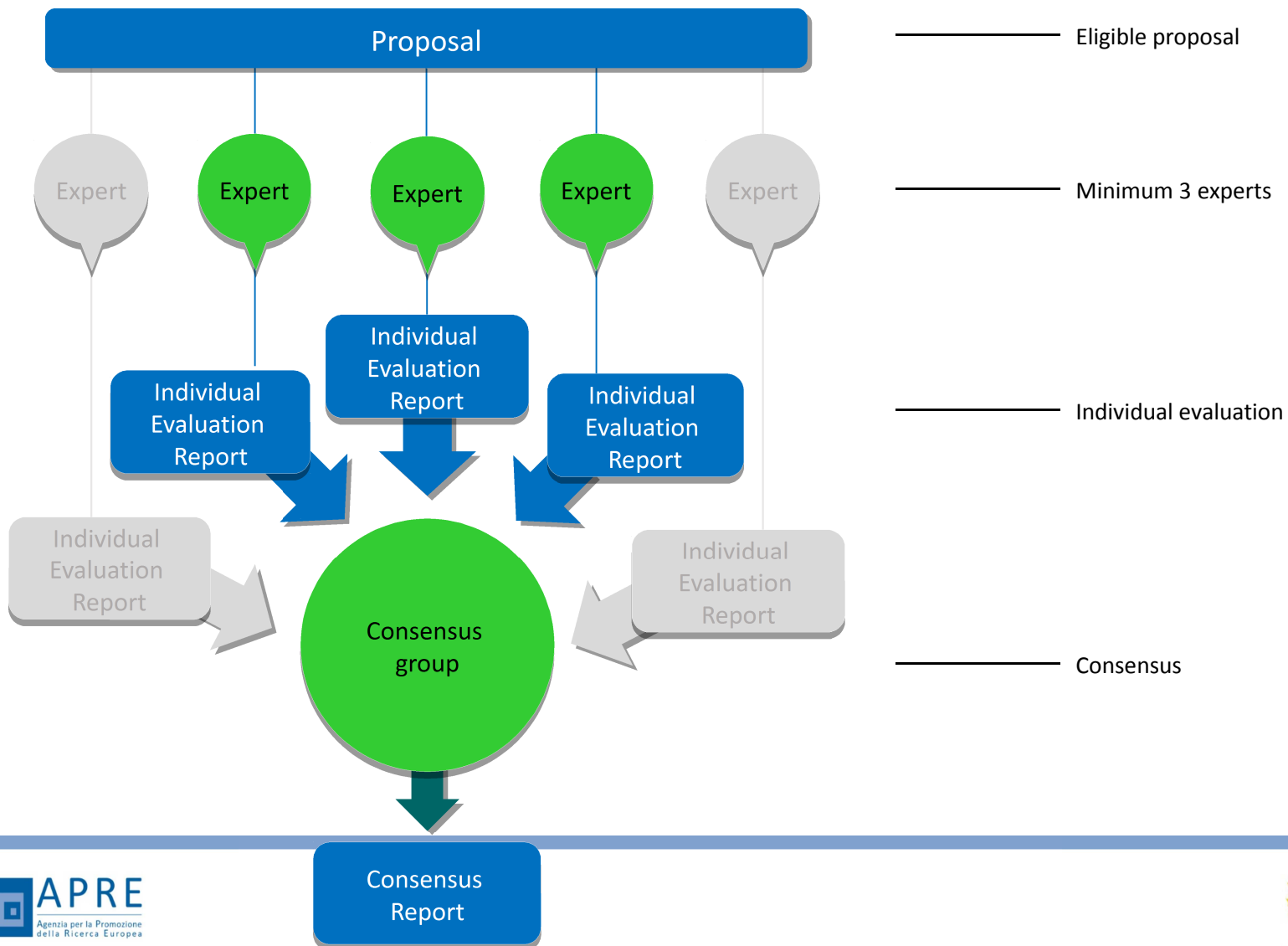
Yes No

What is your current work situation?

I am currently Employed



# Evaluation Process



# Before starting the evaluation process

The **experts are briefed by the EC** on:

- the evaluation processes and procedures (including selection and award criteria)
- the content of the R&I topics under consideration
- the terms of their contract (*e.g. confidentiality, impartiality, conflicts of interest, completing tasks and approving reports, penalties for non-compliance*)
- disregarding excess pages
- the need to evaluate proposals as they were submitted, rather than their potential should certain changes be made.

In Horizon 2020, there will no scope for recommending improvements to proposals (including improvements on the budget). In particular, proposals with a significantly inflated budget, taking into account cost efficiency considerations, will receive a lower score and may not pass the threshold.

# Individual evaluation

**Look at the substance:** Some proposals might be handicapped by language difficulties, other deceptively well written

The expert reads the proposal and evaluate it against the evaluation criteria

- Without discussing it with anybody else
- As submitted - not on its potential if certain changes were to be made
- Do not penalise applicants that did not provide detailed breakdown costs – they are not required

Disregard excess pages marked with a watermark!

Check to what degree the proposal is relevant to the call or topic!

Complete the Individual Evaluation Report (IER)!

- Give a view on operational capacity
- Give comments and scores for all evaluation criteria (scores must match comments)
- Do not recommend substantial modifications

Submit the form and sign in the electronic system!

# Operational capacity

**As part of the Individual Evaluation, the expert gives his/her view on whether each applicant has the necessary basic operational capacity to carry out their proposed activity(ies) based on the information provided**

- Curriculum Vitae
- Relevant publications or achievements
- Relevant previous projects or activities
- Description of any significant infrastructure or any major items of technical equipment
- At the consensus group, you consider whether an applicant lacks basic operational capacity
- If yes, you make comments and score the full proposal including the parts related to the applicant(s) lacking basic operational capacity. Later at consensus stage after a common view, evaluate the proposal without the applicant(s) and their proposed activities.

# Elements to be reflected in the evaluation

If a proposal:

Is only marginally relevant in terms of its scientific, technological or innovation content relating to the call or topic addressed, the expert must reflect this in a lower score for the “Excellence” criterion

- No matter how excellent the objectives, approach, !

Does not significantly contribute to the expected impacts as specified in the WP for that call or topic, the expert must reflect this in a lower score for the “Impact” criterion

Would require substantial modifications in terms of implementation (i.e. change of partners, additional work packages, significant budget or resources cut...), the expert must reflect this in a lower score for the “Quality and efficiency of the implementation” criterion



# Consensus group

It usually involves a discussion on the basis of the individual evaluations

- It is not just a simple averaging exercise

The aim is to find agreement on comments and scores (common view)

- Agree comments before scores!
- If an applicant lacks basic operational capacity, you make comments and score the proposal without taking into account this applicant and its associated activity(ies)

“Outlying” opinions need to be explored

- They might be as valid as others – be open-minded
- It is normal for individual views to change

Moderated by Commission/Agency staff (or an expert in some cases)

- Manages the evaluation, protects confidentiality and ensures fairness
- Ensures objectivity and accuracy, all voices heard and points discussed
- Helps the group keep to time and reach consensus



# Consensus report

The rapporteur is responsible for drafting the consensus report (CR)

- Including consensus comments and scores
- In some cases, the rapporteur does not take part in the discussion

The quality of the CR is paramount

- It often remains unchanged at the panel stage

The aim of the CR is to give:

- A clear assessment of the proposal based on its merit, with justification
- Clear feedback on the proposal's weaknesses and strengths

Avoid:

- Comments not related to the criterion in question
- Comments that are too short or too long or use inappropriate language  
you should explain what you mean in an adequate length and clear manner
- Categorical statements that have not been properly verified e.g. "The proposal doesn't mention user requirements" – when there is a short reference...
- Scores that don't match the comments
- Marking down a proposal for the same critical aspect under two different criteria

# The panel review

Consists of experts from the consensus groups and/or new experts

Ensures the consistency of comments and scores given at the consensus stage

Resolves any cases where a minority view is recorded in the CR

Endorses the final scores and comments for each proposal

- Any new comments and scores (if necessary) should be carefully justified

Prioritises proposals with identical total scores, after any adjustments for consistency

Recommends a list of proposals in priority order

# Selection of proposals

All above threshold proposals in each topic are listed in descending order of overall score.

The EC selects proposals starting from the top of the list, until the available budget is exhausted

So, ranking of proposal is very important!

# Proposals with identical total scores

For each group of proposals with identical total scores, the panel considers first proposals that address topics that are not already covered by more highly-ranked proposals

The panel then orders them according to:

- First, their score for Excellence, and second, their score for Impact
- Except for Innovation action, first their score for Impact and second their score for Excellence

If there are ties, the panel takes into account the following factors:

- First, the size of the budget allocated to SMEs
- Second, the gender balance of personnel carrying out the research and/or innovation activities

If there are still ties, the panel agrees further factors to consider:

- e.g. synergies between projects or contribution to the objectives of the call or of Horizon 2020

The same method is then applied to proposals that address topics that are already covered by more highly-ranked proposals



# Observer(s)

Appointed by the Commission/Agency may attend any meetings, to ensure a high quality evaluation

They check the functioning and running of the overall process

They advise, in their report, on the conduct and fairness of the evaluation sessions and, if necessary, suggest possible improvements

They do not evaluate proposals and, therefore, do not express any opinion on their quality

They may raise any questions - please give them your full support



# Ethics review

Only proposals that comply with the ethical principles and legislation may receive funding

For proposals above threshold and considered for funding, an ethics screening and, if necessary, an ethics assessment is carried out by independent ethics experts in parallel with the scientific evaluation or soon after

- Proposals involving the use of human embryonic stems cells automatically undergo an ethics assessment

For those proposals in which one or more ethical issues have been identified, the experts will assess whether the ethics issues are adequately addressed

The ethics experts will produce an ethics report and give an opinion on the proposal, including:

- Granting ethics clearance (or not)
- Recommending the inclusion of 'ethics requirements' in the grant agreement, or
- Recommending a further Ethics Assessment and/or an Ethics Check or Audit

# Useful link

- Grant Manual – Section on: proposal submission and evaluation
  - [http://  
ec.europa.eu/research/participants/data/ref/h2020/call\\_ptef/ef/2016-2017/h2020-call-ef-ria-ia-csa-2016-17\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/ef/2016-2017/h2020-call-ef-ria-ia-csa-2016-17_en.pdf)

## Criterion 1 - Excellence

### Clarity and pertinence of the objectives

- Objectives are not quantifiable/No quantitative indicators for the proposed objectives./Some of the objectives are missing measurable targets to enable benchmarking of the project results.
- Objectives are expressed in generic terms.
- Objectives are not pertinent with the Work Programme/not fully aligned with the scope of the call.
- Specific objectives inconsistent with the target of the proposal.
- Objectives are not convincingly addressed, especially concerning the actual analysis of drivers of change and causalities.
- Lack of details on the mechanisms to implement some of the objectives.

### Credibility of the proposed approach

- Lack of credibility due to lack of details concerning the models to be used.
- Disadvantages of the proposed approach are not considered enough in the proposal.
- Large number of variables considered and poor accuracy of data.
- A lot of activities are planned but not described in sufficient detail.
- No reference to the methodological background and standards.
- Replicability issues.



## Criterion 1 - Excellence

### Soundness of the concept, including trans-disciplinary considerations, where relevant

- The conceptual framework insufficiently elaborated.
- Targeted TRL values are not consistent.
- The linkage with other on-going activities is provided. However the description on how to effectively build upon the achieved results and to cooperate with them is minimal.
- A clear sequence of coordination and support measures is outlined, even if these could have been presented in a more diagrammatic manner.
- The involvement of stakeholders/end users is not sufficiently considered.
- The results depend on the active participation of citizens and stakeholders and their readiness to embrace the proposed solutions, but the link between measures and desired participation and behaviour change of citizens is not convincingly presented.
- The proposal could have developed the gender issues more clearly./the gender dimension is not sufficiently integrated.
- The choice of cases and particular technologies to be demonstrated is not sufficiently justified.

### Extent that proposed work is ambitious, has innovation potential, and is beyond the state of the art (e.g. ground breaking objectives, novel concepts and approaches)

- Limited overall ambition of the proposal/Innovation beyond the state-of-the-art is insufficiently developed.
- No clear evidence of innovation potential.

# Best practices: ECCELLENZA

- Strutturare chiaramente gli **obiettivi** (anche con l'aiuto di grafici), che siano rilevanti rispetto alla call e **misurabili**.
- Costruire su progetti EU in atto o conclusi.
- Descrivere i **concetti base** e le diverse componenti tecnologiche del progetto in maniera esaustiva ed organica in tutta la proposta.
- Stabilire un **equilibrio credibile** tra ricerca, dimostrazione e first market replication action (laddove applicabile).
- Interdisciplinarietà: combinare efficacemente diversi domini di expertise.
- Adottare un approccio interdisciplinare che includa per esempio '*policy development, citizen science, data interoperability and capacity building*'.
- Ambition ed innovatività possono essere espressi anche attraverso la partecipazione degli stakeholders.
- Non trascurare end-users e/o technology transfer providers!
- Adottare una metodologia che si basi su un approccio step by step.

## Criterion 2 - Impact

### The expected impacts listed in the work programme under the relevant topic

- The proposal **lacks a proper description and justification of the important impact categories** that would allow to better estimate its real contribution at European and/or International level.
- Not **quantified** impact/clear justification of the forecasts on impacts is missing.
- Provided numbers are not fully convincing, as **supporting facts** are missing.
- Quantitative estimation of the **contribution of the project output to the expected impacts** are not given.
- Achievement of the described coverage of the market is not likely to happen. The **calculated revenues are too optimistic**.

### Enhancing innovation capacity and integration of new knowledge

- Enhancement of innovation capacity, although projected to be attainable within both the consortium and societal impacts, is not explicitly presented in the proposal.
- Details on the **integration of knowledge from other sectors** (e.g. social science) is weak.

## Criterion 2 - Impact

**Strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets and where relevant, by delivering such innovations to the markets**

- Absence of perspectives on **consumers' acceptance of the project outcomes**.
- The proposal does not provide sufficient elaboration on **social innovation**.
- Barriers like the **lack of EU standardization in the sector** and the barriers faced when trying to access new international markets are identified, but the means to overcome them are minimally addressed.
- Although **scientific peer-reviewed publications** will derive from the project, the proposal does not specify their expected number, or targeted journals.
- The boundary between IPR restrictions and open access of data is not always clear.

### **Any other environmental and socially important impacts**

- **No significant environmental and social impacts** beyond the call targets.
- Enhanced **citizen awareness and participation** mentioned but not sufficiently developed.
- Impact of the actions on day-to-day activities of citizens is not sufficiently explained.

## Criterion 2 - Impact

**Effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project, and to manage research data where relevant**

- Insufficient/standard **communication measures**.
- In the **dissemination strategy** a clear targeted strategy to reach different stakeholders' groups is not well mentioned.
- The **performance indicators for dissemination** are not ambitious.
- The possibility to set up **training workshops towards end users** as a way to decrease the barrier for adoption of the project results is not considered enough.
- Ability to effectively **replicate the concept and technology throughout Europe** is not evident.
- **Exploitation plan** is absent/partial or vague.
- Lack of details on **IPR management**.
- Numerous deliverables are intended to have **restricted dissemination**.

# Best practices: IMPATTO 1/3

- Descrivere gli impatti attesi in una **tavola sinottica**.
- Definire una **exploitation strategy** che contenga 4 elementi fondamentali:
  1. analisi del mercato (e possibile impatto sullo stesso),
  2. management della proprietà intellettuale,
  3. innovation management
  4. business plan
- Non trascurare gli aspetti della **standardizzazione** (e.g. attraverso link con il CEN/CENELEC)
- Creare **una connessione** tra le azioni di **disseminazione** e di **exploitation** al fine di operare in vista di una futura commercializzazione del prodotto/servizio oggetto della proposta (a tal fine, eventualmente sviluppare una SWOT analysis).

## Best practices: IMPATTO 2/3

- Sia nelle IA che nelle RIA, prevedere un **business case** preliminare che mostri i vantaggi in termini di costi del prodotto/servizio oggetto della proposta.
- Trattare esaurientemente gli aspetti dell'**IPR** e dei diritti di accesso per lo **sfruttamento commerciale**.
- Sviluppare misure di disseminazione e comunicazione modellate sulle esigenze dei vari **target groups**.
- Laddove possibile, promuovere il coinvolgimento della **società civile** (e.g. attraverso la *citizen science*).
- Prevedere il coinvolgimento degli attori impegnati nel *policy* e *decision making*.

## Best practices: IMPATTO 3/3

- Coinvolgere direttamente **PMI e centri di ricerca privati** così che possano direttamente beneficiare dei risultati del progetto, generando nuova innovazione. Le potenzialità di sfruttamento in questo senso sono indice della futura capacità del progetto di generare opportunità di lavoro e benessere economico.
- Stabilire meccanismi di valutazione **dell'efficacia delle misure** di comunicazione lungo che operino durante tutto l'arco del progetto al fine di garantirne l'efficacia.
- Strutturare le attività di comunicazione e disseminazione in modo da permettere la **validazione dei risultati** del progetto da parte degli utilizzatori finali, massimizzando così il loro potenziale. Stabilire meccanismi che consentano agli end-user di dare il proprio feedback sul progetto.



## Criterion 3 - Quality and efficiency of the implementation

### Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

- The **share of technical/research activities versus networking and dissemination ones** and viceversa is sometimes imbalanced comparing with the type of action considered.
- **Work packages** do not build into a coherent approach.
- The **logical flow of the work plan** is not appropriate to the core objective of the proposal.
- The **work plan is overloaded** as well as tasks and deliverables lists./WPs' and tasks' overlap.
- The content of the **work plan** is unequal in the level of details provided.
- **Discrepancies** between work packages, tasks and person months.
- Allocation of budget raises questions.
- The **allocated resources for coordination and management** are high comparing with other WPs.
- The **allocation of person months** for the project is overestimated.
- More **public deliverables** needed.
- Deliverables defined are limited to reports (e.g. demonstrator deliverables, both for technical demonstrations and for first market exploitation, are missing)

## Criterion 3 - Quality and efficiency of the implementation

### Complementarity of the participants within the consortium (when relevant)

- Limited array of potential end-users included in the **advisory board**.
- **Social scientists are insufficiently represented** which raises questions as to the ability of the consortium partners in delivering the full range of expected impacts.
- The consortium does not provide a **exhaustive geographical coverage**.
- Limited participation of industrial sectors *(if IA)*.
- Misuse of **subcontracting** (showing lack of expertise within the consortium).

### Appropriateness of the management structures and procedures, including risk and innovation management

- **Impropriety of the management structures** (e.g. The project executive board is too large, the role of the general assembly is not sufficiently explain or justified).
- **Weak innovation management.** It does not describe enough the potential impact of the project on the innovation capacity of every partner separately, nor is addressed the way new rising ideas will be handled during the project.
- **Poor risk management.**
- The risks related to regulatory constraints of innovation are not clearly addressed.
- Only a minority of the **staff** in the project teams consists of women.

# Best practices: IMPLEMENTAZIONE 1/2

- Descrivere logicamente e distribuire le attività dei Work Packages coerentemente lungo la durata del progetto assicurando la loro corretta implementazione, coordinamento ed integrazione.
- Dividere budget e person-months equamente tra partners e coerentemente con le loro attività.
- Costruire un consorzio multidisciplinare ed integrato che copra tutte le task del progetto in termini di expertise e di posizionamento sulla catena del valore.
- L'interdisciplinarietà del consorzio deve servire a prendere in considerazione non solo gli aspetti tecnici , ma anche gli aspetti legati a società, normativa e mercato.
- Il coordinatore deve preferibilmente avere esperienza pregressa nel coordinamento.

# Best practices: IMPLEMENTAZIONE 2/2

- Valorizzare il ruolo delle PMI nel consorzio.
- Laddove possibile, coinvolgere le autorità locali.
- Definire delle chiare strutture e procedure di management (e.g. che coinvolgano 'steering committee', 'End-users committee', un 'communication manager', un 'innovation manager').
- Descrivere esaurientemente rischi e azioni di mitigazione degli stessi.
- Allocare le risorse economiche in maniera appropriata e ragionevole.
- Non trascurare gli aspetti di genere nella definizione dello staff (legato anche alla sezione 4 – Individual Participants).