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by zabala

EUROPE

# Quick guide

EHORIZON OPE

# Quick guide

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# INDEX

CH. 01		
What is Horizon Europe?		4
CH. 02		
Horizon Europe's Structure		9
CH. 03		
How to find funding for my project?		22
CH. 04		
Phases in the preparation of a proposal		29
CH. 05		
Tips to help your project succeed in getting approved		37
CH. 06		
How to improve if your project has not been approved		41

# What is Horizon Europe?



# 1. What is Horizon Europe?

Horizon Europe is the research and innovation framework programme running from 2021-2027.

In April 2019, the European Parliament and the Council agreed on the definition of this new framework programme. It will be structured in three pillars, supported by activities aimed at widening participation and strengthening the European Research Area, by investing at least 3% of the **European Union's (EU) GDP** in research and development.

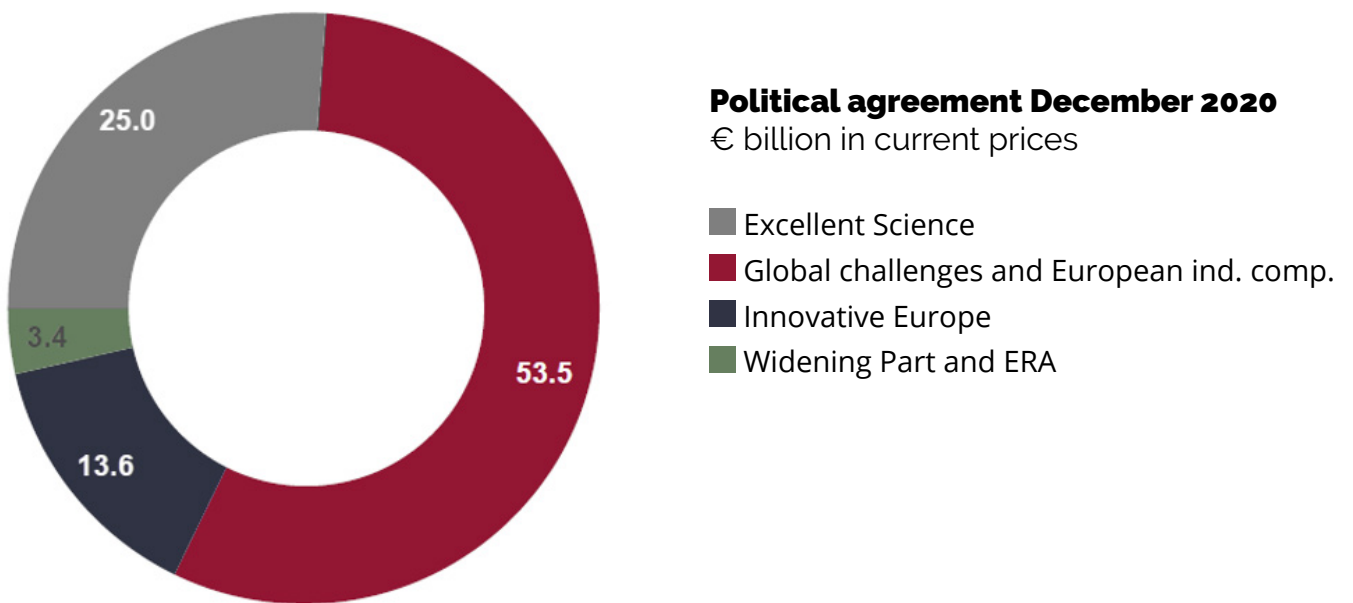
The Horizon Europe programme's general objective is to deliver scientific, technological, economic and societal impact from the EU's investments in R&I, to strengthen the scientific and technological bases of the EU and foster its competitiveness in all Member States.

# BUDGET PROPOSAL

€95,5 BILLION for 2021-2027

With a proposed budget of €95,5 billion over seven years, (including €5.4 billion from NGEU –Next Generation Europe – dedicated to the EU’s Recovery from the COVID-19 crisis), Horizon Europe is the largest EU’s largest R&I framework programme ever, and it has the potential to generate significant economic, social, and scientific returns.

The budget will be distributed as follows:



## Horizon Europe builds the future for which we aim.

Research and innovation are evolving. The digitisation of technologies is making science and innovation more collaborative, international, and open to citizens. The goal of Open Science is being established through the development of a European Science Cloud and open access to scientific data generated by Horizon 2020 projects.

The European Commission (EC) implements the programme, based on the following principles:

- **Open Science:** a new approach to the scientific process, based on cooperative work and new ways of diffusing knowledge by using digital technologies and new collaborative tools.
- **Open Innovation:** based on the premise of opening up the innovation process to all active players, so that knowledge can circulate more freely and be transformed into products and services that create new markets, fostering a stronger culture of entrepreneurship.
- **Open to the World:** Fostering international cooperation to enable access to the latest knowledge and the best talent worldwide, tackle global societal challenges more effectively, create business opportunities and use science diplomacy.
- **Social sciences and humanities (SSH) activities:** Integrating the socio-economic dimension into the design, development, and implementation of research and new technologies, to help find solutions to societal issues. This includes activities

aimed at eliminating gender inequalities, enhancing work-life balance and promoting equality between women and men in research and innovation.

- A green Europe: For the next EU long-term budget, the Commission has proposed that at least 35% of the expenditure should be dedicated to climate objectives. This commitment to further strengthen climate mainstreaming reflects the serious ambition of the EU to achieve climate neutrality by 2050.

Horizon Europe has the specific objective of generating knowledge, increasing the impact of research and innovation in the development, support, and implementation of EU policies. Innovative solutions must be adopted in industry, with an emphasis on SMEs, and in society, to address global challenges, including climate change and the Sustainable Development Goals.

This implies that greater importance is given to exploiting the results, with the support of the EC.



# Horizon Europe's Structure



## 2. Horizon Europe's Structure

In order to get funding for our project, it is of vital importance to know the structure of Horizon Europe.

In this way, we will be able to know in which type of calls our project fits best.

Horizon Europe combines the **pillar-based structure with some new additions** compared to the previous framework programme:

- **European Innovation Council:** Support for innovations with potential breakthrough and disruptive nature with scale-up potential that may be too risky for private investors. This is 70% of the budget earmarked for SMEs.
- **Missions:** Sets of measures to achieve bold, inspirational and measurable goals within a set timeframe. There are 5 main missions as part of Horizon Europe.
- **Open science-policy:** Mandatory open access to publications and open science principles are applied throughout the programme.
- **A new approach to partnerships:** Objective-driven and more ambitious partnerships with industry in support of EU policy objectives.

## Horizon Europe's Structure

<b>Pillars</b>	<b>Partnerships</b>	<b>Missions</b>
Pillar I	Institutionalised	Adaptation to climate change, including societal transformation
Pillar II	Co-funded	Healthy oceans, seas, coastal and inland waters
Pillar III	Co-programmed	Climate-neutral and smart cities
		Cancer
		Soil health and food



## 2.1. Horizon Europe's Pillars

### Pillar I

#### EXCELLENT SCIENCE

This pillar is divided into these three parts with their corresponding budgets:

	Budget (billion)
European Research Council (ERC)	€16.0
Marie Skłodowska-Curie Actions	€6.6
Research Infrastructures	€2.4

### Pillar II

#### GLOBAL CHALLENGES AND EUROPEAN INDUSTRIAL COMPETITIVENESS

Global Challenges and European Industrial Competitiveness, will tackle societal challenges and enabling and industrial technologies to better address EU and global policy priorities and accelerate industrial transformation. Pillar II includes six broad thematic “clusters” of activities.

	Budget (billion)
<b>Cluster 1</b> - Health	€8.2
<b>Cluster 2</b> - Culture, Creativity & Inclusive Societies	€2.2
<b>Cluster 3</b> - Civil Security for Society	€1.5
<b>Cluster 4</b> - Digital, Industry & Space	€15.3
<b>Cluster 5</b> - Climate, Energy & Mobility	€15.1
<b>Cluster 6</b> - Food, Bioeconomy, Natural Resources, Agriculture & Environment	€8.9
<b>Joint Research Centre</b> (non-nuclear direct actions)	€1.9

## Pillar III

### INNOVATIVE EUROPE

Innovative Europe focuses on stimulating, nurturing and deploying disruptive and market-creating innovations, and on enhancing European ecosystems conducive to innovation, notably through the new European Innovation Council.

	Budget (billion)
European Innovation Council	€10.6
European innovation ecosystems	€0.5
European Institute of Innovation and Technology	€3.0

## Horizon Europe's Pillars

### Pillar I

EXCELLENT SCIENCE

**European Research Council**

**Marie Skłodowska-Curie Actions**

**Research Infrastructures**

### Pillar II

GLOBAL CHALLENGES AND EUROPEAN INDUSTRIAL COMPETITIVENESS

**Clusters**

- 1 Health
- 2 Culture, Creativity and Inclusive Society.
- 3 Civil Security for Society
- 4 Digital, Industry and Space.
- 5 Climate, Energy and Mobility.
- 6 Food, Bioeconomy, Natural Resources, Agriculture and Environment.

**Joint Research Centre**

### Pillar III

INNOVATIVE EUROPE

**European Innovation Council**

**European innovation ecosystems**

**European Institute of Innovation and Technology**

## Widening Participation and Strengthening the European Research Area

**Widening Participation and spreading excellence**

**Reforming and Enhancing the European R&I system**

## 2.2. Horizon Europe's Partnerships

Among the lessons learned from H2020, one of the most important was to rationalise the funding landscape, improve the openness and transparency of R&I partnerships and link the R&I partnerships to future EU R&I missions and/or strategic priorities. All this has led to a **new approach to partnerships in Horizon Europe**.

While the legislation underpinning Horizon Europe is largely settled, partnerships will be designed as part of a long strategic planning process, in which the Commission and the Council will exchange a series of successive drafts of the implementation plan.

Under Horizon 2020, there were four main types of partnerships: Public-Private Partnerships (PPPs), Public-Public Partnerships (P2P), European Institute of Innovation and Technology KICs (EIT-KIC) and Future Emerging Technologies (FET).

The new approach aims to group these partnerships in Horizon Europe as follows:

## **Co-funded European Partnerships**

Co-funded European Partnerships will be based on a joint programme agreed by partners; a commitment of partners for financial and in-kind contributions and financial contributions by Horizon Europe.

## **Institutionalized European Partnerships**

Institutionalised European Partnerships will be based on a long term dimension and the need for high integration; partnerships based on Articles 185 / 187 of TFEU and the EIT Regulation, supported by Horizon Europe.

## **Co-programmed European Partnerships**

Co-programmed European Partnerships will be among the EU, the Member States/ Associated Countries, and/or other stakeholders, based on the Memoranda of Understanding or contractual arrangements with partners (cPPP model).

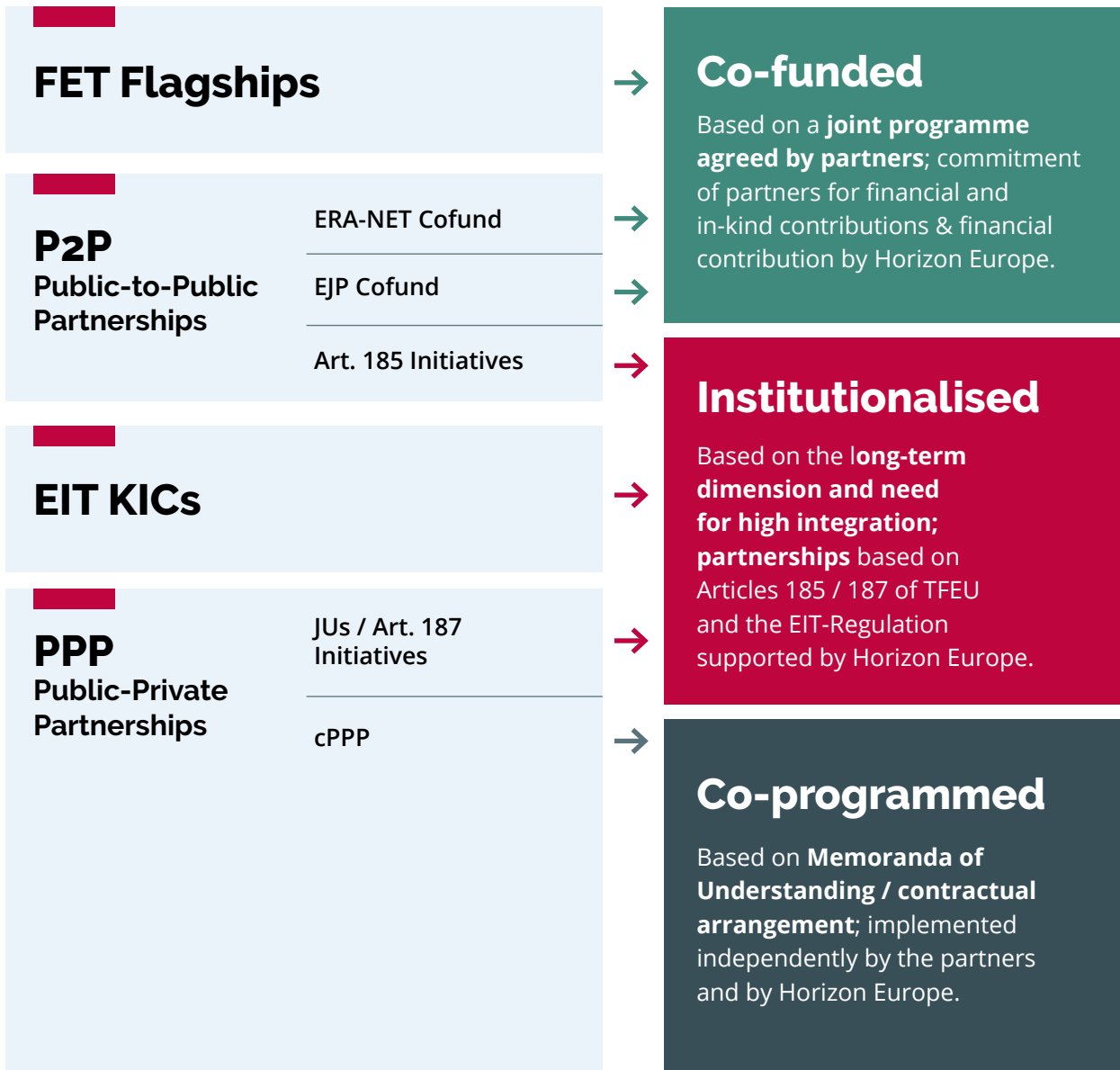


## Horizon Europe's Partnerships

Conversion of H2020 Partnerships in Horizon Europe

### H2020

### Horizon Europe



The new groups are designed to create **fewer partnerships**; as of now, the number of potential partnerships is reduced to approximately 1/3 of the number previously formed under Horizon 2020 (>120 to 44). However, the partnerships will come from a broader set of actors, with higher impact and improved visibility. They will also contribute to an increased openness of Europe's R&I ecosystems.

**Six core topics, or clusters, were agreed upon, related to partnerships:** Health; Culture, creativity, and inclusive society; Civil security for society; Digital, industry and space; Climate, energy, and mobility and Food, bio-economy, natural resources, agriculture and environment. As reported by Science Business, the core topics/clusters currently lead to a preliminary list of 44 partnerships which include candidates for European Partnerships in Pillar II, III and cross-pillars. As strategic planning rolls on, more partnerships may be suggested for the other clusters, while those suggested so far could be changed added to or scrapped.

# Horizon Europe's Partnerships

Overview of 49 candidate European Partnerships

## Pillar II

### GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

<p><b>Cluster 1</b> HEALTH</p> <ul style="list-style-type: none"> <li>Innovative Health Initiative</li> <li>Global Health Partnership</li> <li>Transformation of health systems</li> <li>Chemicals risk assessment</li> <li>ERA for Health</li> <li>Rare diseases*</li> <li>One-Health Anti Microbial Resistance*</li> <li>Personalised Medicine*</li> <li>Pandemic Preparedness* Co-funded or co-programmed.</li> </ul>	<p><b>Cluster 4</b> DIGITAL, INDUSTRY &amp; SPACE</p> <ul style="list-style-type: none"> <li>Key Digital Technologies</li> <li>Smart Networks &amp; Services</li> <li>High-Performance Computing</li> <li>European Metrology (Art 185)</li> <li>AI-Data-Robotics</li> <li>Photonics</li> <li>Made in Europe</li> <li>Clean steel - low carbon steelmaking</li> <li>Processes4Planet</li> <li>Global competitive space systems**</li> </ul>	<p><b>Cluster 5</b> CLIMATE, ENERGY &amp; MOBILITY</p> <ul style="list-style-type: none"> <li>Clean Hydrogen</li> <li>Clean Aviation</li> <li>Single European Sky ATM Research 3</li> <li>Europe's Rail</li> <li>Connected and Automated Mobility (CCAM)</li> <li>Batteries</li> <li>Zero-emission waterborne transport</li> <li>Zero-emission road transport</li> <li>Built4People</li> <li>Clean Energy Transition</li> <li>Driving Urban Transitions</li> </ul>	<p><b>Cluster 6</b> FOOD, BIOECONOMY, AGRICULTURE</p> <ul style="list-style-type: none"> <li>Circular Bio-based Europe</li> <li>Rescuing Biodiversity to Safeguard Life on Earth</li> <li>Climate Neutral, Sustainable &amp; Productive Blue Economy</li> <li>Water4All</li> <li>Animal Health &amp; Welfare*</li> <li>Accelerating Farming Systems Transitions*</li> <li>Agriculture of Data</li> <li>Safe &amp; Sustainable Food System*</li> </ul>
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## Pillar II

### INNOVATIVE EUROPE

<p><b>EIT</b> KNOWLEDGE &amp; INNOVATION COMMUNITIES</p> <ul style="list-style-type: none"> <li>InnoEnergy</li> <li>Climate</li> <li>Digital</li> <li>Food</li> <li>Health</li> <li>Raw Materials</li> <li>Manufacturing</li> <li>Urban Mobility</li> <li>Cultural and Creative Industries</li> </ul>	<p><b>Support to Innovation Ecosystems</b></p> <ul style="list-style-type: none"> <li>Innovative SMEs</li> </ul>	<p><b>Cross Pillars II y III</b> PARTNERSHIPS CROSS PILLARS II Y III</p> <ul style="list-style-type: none"> <li>European Open Science Cloud</li> <li>Institutionalised Partnerships (Art 185/7)</li> <li>Institutionalised Partnerships / EIT KICs</li> <li>Co-Programmed</li> <li>Co-Funded</li> </ul> <p>* Calls with opening dates in 2023-2024 ** Calls with opening dates not before 2022</p>
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## 2.3. Horizon Europe's Missions

As mentioned above, there are 5 missions. Each mission will function as a portfolio of actions - such as research projects, policy measures or even legislative initiatives - to achieve a measurable objective that could not be achieved through individual actions.

EU missions will contribute to the objectives of the European Green Pact, the European Cancer Plan, and the Sustainable Development Goals.

## Horizon Europe Missions

**Adaptation to climate change, including societal transformation**

**Healthy oceans, seas, coastal and inland waters**

**Climate-neutral and smart cities**

**Cancer**

**Soil health and food**



# How to find funding for my project?

03

# 3. How to find funding for my project?

## 3.1. Main funding opportunities

Each EU funding programme has different Calls, which are divided into topics, implemented by a different type of actions. When entering a call page on the Funding & Tenders Portal, you will see the list of all the topics that belong to each call. You will find also the types of actions, however, it is interesting to review the changes there have been in the **type of actions**, with the arrival of Horizon Europe:

### RIA

**Research and Innovation Actions** primarily consist of activities that aim to establish new knowledge and/or to explore the feasibility of new or improved technology, product, process, service or solution. They may include basic and applied research, technology development and integration, testing and validation on a small-scale prototype in a laboratory or simulated environment.

### IA

**Innovation Actions** consist of activities directly aimed at producing plans and arrangements or designs for new, altered, or improved products, processes, or services. They may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication.

## CSA

**Coordination and Support Actions** consist of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.

## CoFund

**Programme co-fund actions** provide organisations with additional financial support for their researcher training and career development programmes.

## IMDA

**Innovation and market deployment actions** are activities that embed an innovation action and other activities necessary to deploy an innovation on the market (EIC)





## TMA

**Training and mobility actions** are activities that aim to improve the skills, knowledge and career prospects of researchers, based on mobility between countries and, if relevant, between sectors or disciplines. (MSCA). It includes EIC Accelerator: old SME Instrument, and EIC Pathfinder (old FET-Open). And another instrument included in TMA is EIC Transition: EIC Transition has open funding for projects in any field of science or technology as well as challenge-driven funding on specific strategic fields. Single applicants (SMEs, spin-offs, start-ups, research organisations, universities) or small consortia (max 5 partners) may apply. Enterprises and innovators to help them develop and bring onto the market new innovative products, services and business models that could drive economic growth.

## PCP

**Pre-commercial procurement actions** are activities that aim to help a buyers' group to strengthen the public procurement of research, development, validation and, possibly, the first deployment of new solutions.

## PPI

**Public procurement of innovative solutions actions** refers to the purchase by governments and state-owned enterprises of goods, services and works. As public procurement accounts for a substantial portion of the taxpayers' money, governments are expected to carry it out efficiently and with high standards of conduct to ensure high quality of service delivery and safeguard the public interest.

## 3.2. How to keep up to date with the publication of new funding opportunities

You have an innovative idea, but how do you know which is the right funding opportunity to present the idea? Here are some tips:

Take advantage of official sources. The European Commission provides databases where you can locate the most suitable opportunities for your innovative idea, for example, in the [European Commission Funding & Tenders Portal](#) you can search with free keywords on the search topics page, you can see a list of topics of open calls, each topic title, leading to the topic page. On both the call and topic pages, you can find useful information for your proposal.

The Publications Office of the European Union, on behalf of the European Commission's research and innovation, manages **the Community Research and Development Information Service (CORDIS)**: the European Commission's primary source of results from the projects funded by the EU's framework programmes for research and innovation, with a rich and structured public repository containing all project information held by the European Commission, such as project factsheets, participants, reports, deliverables and links to open-access publications.

Not only can it be difficult to find the right call in which to present a project, but **finding the partners** to do so can also require a good amount of effort and time. The Commission provides many partner search services that can help you identify organisations willing to participate in proposals or publish their offers of collaboration. Depending on the funding programme concerned (typically research and innovation programmes), National Contact Points (NCPs) also offer partner search services, which provide detailed partner profiles and active partnership applications.

From the [Funding & tender Portal](#) and the [Enterprise Europe Network Cooperation Opportunities Database Technology](#) and innovation profiles of international companies and research organisations, enabling the identification of suitable partners for bilateral business, innovation and technology cooperation.

Sometimes, finding information in these official databases can be complex; but you can use some tools to facilitate this work. [Kaila](#) is a platform developed by [Zabala Innovation](#), which integrates the main Innovation databases and helps analyse the ecosystem; with a user-friendly, visual, and simple interface, it offers the most appropriate results in the form of topics, calls and programmes in each case, through a search via keywords. Kaila can also help in the search for partners, identifying the main players in each area, and the entities involved in the projects funded in previous years.

If a problem is related to internal capacity, the lack of resources to carry out this prospecting work, it is always interesting to rely on external help. There are several ways to help identify funding opportunities and to position the organisation to enter into consortia or search for suitable partners. The [European Association of Innovation Consultants](#) (EAIC) has among its members, some of the most successful innovation consultancies in Europe, with a presence in most EU countries. Zabala Innovation is a member of the Association, with the participation of Marie Latour, Director of Zabala Innovation Consulting in Belgium, as a member of the Board of Directors of the new Association of the most relevant European companies specialised in the financing and management of Research, Development, and Innovation (RDI), the EAIC.

Finally, it is important to stay up-to-date with the Commission's policy developments. There are several official newsfeeds from which you can receive the daily news in your inbox such as the [European Commission's press corner](#).



# The different phases in the preparation of a proposal



# 4. The different phases in the preparation of a proposals

The Commission has already provided the keys to prepare a proposal, but are you familiar with the various phases? In this article, we will analyse, step by step, the novelties in each of the phases of the process identified by the Commission.

We can identify 7 steps in the preparation of a project:



## 1. The idea

**Internal analysis:** either we first have an idea and then we try to identify the most relevant topic and call, or we first identify topics and then try to see how to respond to those topics.

Once the idea exists, we must ask ourselves:  
Are we clear about what we want to do?  
Where is the innovation in what we want to do? Where do we want to go?

**Now that we have the idea, we can find a suitable call for a proposal.**



## 2. Find an opportunity

The European Commission and its funding bodies publish calls for proposals on the Funding & Tenders Portal.

To find the best fit for you, you need to analyse:

- 1. Where to apply?** Topic/Call/Convocation/Work Programme/H2020
- 2. How?** Instrument (Type of Action) and its conditions of eligibility.
- 3. When?** (... and other details) Check the Call sheet.



### 3. Find a partner

Read the topic conditions to assess the partnership and other eligibility requirements of a call.

You can publish your partner search request or offer, by selecting a topic on the Search Funding and Tenders page, or you can use the Partner Search offered on this site to select an organisation based on their profile or their previous participation.



### 4. Create an EU Login account

Each user must have an EU Login account to log in on the Portal.

[Go to EU Login](#)



### 5. Register an Organisation

The Participant Register is the Commission's online tool to register and manage the data of the organisations participating in the EU programmes. It allows consistent handling of the participants' official data and avoids multiple requests to enter the same information.

If you want to participate in a project proposal, your organisation needs to be registered and have a 9-digit Participant Identification Code (PIC). This unique identifier of your organisation will be used as a reference by the Commission in any interactions.

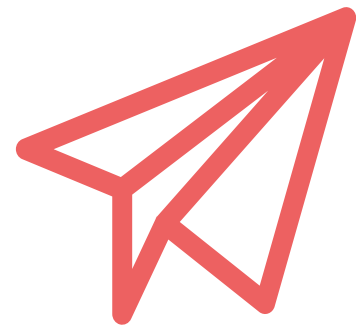




## 6. Submission process

**Admissibility:** proposals are submitted before the deadline in electronic form via the [portal](#). They must be complete, readable, accessible, and printable and include a plan for the exploitation and dissemination of results. The maximum length of proposals has changed. It is important to take note of it, according to the call for proposals.

**Eligibility:** the composition of consortia must consist of at least one independent legal entity established in a Member State and at least two more, established either in a Member State or in an Associated Country. The big novelty is that from 2022, public administrations, research centres and universities must have a gender equality plan. Which countries can submit a proposal?



### EU countries

**Member States (MS) including their outermost regions.**

**The Overseas Countries and Territories (OCTs) linked to the MS.**

### Non-EU countries

**Countries associated with Horizon Europe (AC)**

**Low and middle-income countries.**

**Other countries announced in the call or exceptionally if their participation is essential.**

### Specific cases

**Affiliated entities established in countries eligible for funding.**

**EU bodies**

**International organisations (IO)**

- International research organisations.
- Other IO are not eligible, only exceptionally if participation is essential.
- IO in MS or AC are eligible for funding for Training and mobility actions and when announced in the call conditions.

At this point, the UK's situation should be emphasised: although it is no longer a Member State, it will soon sign up to become an associated country, which will allow it to take part in proposals, except for the EIC FUND call.

## Maximum Funding Rates

The Maximum Funding Rates depend on the type of actions:

Type of Action	Funding rate
Research and innovation action	100%
Innovation action	70% (except for non-profit legal entities, where a rate of up to 100% applies)
Coordination and support action	100%
Programme co-fund action	Between 30% and 70%
Innovation and market deployment	70% (except for non-profit legal entities, where a rate of up to 100% applies)
Training and mobility action	100%
Pre-commercial procurement action	100%
Public procurement of innovative solutions action	50%

## 7. Evaluation process

Excellence (ERC only), the Impact and Quality and efficiency of the implementation remain key criteria in the evaluation of a proposal.

The evaluation process is as follows:

### 7.1 Individual evaluation

Experts assess proposals individually. Minimum of three experts per proposal (but often more than three).

### 7.2 Consensus group

All individual experts discuss together to agree on a common position, including comments and scores for each proposal.

### 7.3 Panel review

The panel of experts reached an agreement on the scores and comments for all proposals within a call, checking consistency across the evaluations.

If necessary, resolve cases where evaluators were unable to agree.

Rank the proposals with the same score.

### 7.4 Finalisation

The Commission/Agency reviews the results of the experts' evaluation and puts together the final ranking list.



Between each of the phases, feedback from the experts will be communicated to the applicants, to ensure transparency throughout the process. In the same way, applicants will be able to contribute their views, and the evaluation experts will take them into account.

## 7.5 Validation considerations

- ✓ Open Science across the programme
- ✓ Gender dimensions in R&I content
- ✓ Pathway to impact
- ✓ Measures to maximise the impact
- ✓ Do no significant harm principle (DNSH)
- ✓ Artificial intelligence

Some aspects are assessed horizontally to all calls; although it is important to bear in mind that these requirements are extended, depending on the call.



# Tips to help your project become approved

05

## 5. Tips to help your project become approved

To help you succeed with your innovative proposal, we have prepared this guide, based on the lessons learned in H2020, to help you define a good project:

First things first, for your project to succeed in this framework programme, **focus on Horizon Europe's pillars**. Check Europe's ambitions and goals and how you can deliver them with your organisation's activities. This involves analysing the three pillars of the programme, their unique components, and the objectives behind them. Those Pillars, as we have already seen in previous sections, are Pillar I "Excellent Science", Pillar II "Global Challenges and Industrial Competitiveness" and Pillar III "Innovative Europe".

Among the requirements for Horizon Europe projects, the Commission requires that they be demonstrable and measurable. So, our second and third tips are:

·**Demonstrate**: The challenges faced by Europe are real and the proposed solutions must be applied. Thus, it is important to test the proposed solution in real conditions to fully validate the proposal.

·**Measure**: Quantify your objectives and expected impacts, depending on your industry and the specific area you are interested in tracking. With that information, establish a solid strategy for monitoring key performance indicators.

When building the proposal, it is necessary to take into account the **legal requirements**: consider all the pieces of legislation around the problem to be solved, find the flaws in their implementation, and demonstrate practical approaches to overcome them.

And remember, that it must be an idea that generates legislation, extrapolated to other markets. Therefore, policy gains special relevance: provide **policy** recommendations that are the result of the experience gained through your project, to support EU smart regulation at all levels (European, national, regional, and local). Projects must be relevant, effective, efficient; bring value to the EU with new proposals that can be translated into legislation and be coherent with other EU policies and the results obtained **must be transferable**: The project should be disseminated across Europe, and applicable in several countries. It is not enough to just communicate results, but there must also be knowledge sharing and replication of the solutions proposed, including other sectors, regions or countries.



European projects are collaborative, and this is one of the key points to bear in mind. For that reason, the entire team must have visibility. However, it is important to be clear on the concepts: partners are those who collaborate in the project, stakeholders are those who are directly affected by the actions of the project and the audience is those you want to influence to adopt your solutions.

Another key point in this new Framework Programme is sustainability: Think long-term. Sustainability must be built into the proposal and the potential for use of the project results beyond its duration must be exploited. Remember, that as a new development, it is now key that your proposal and your consortium take into account the gender dimension.

Finally, even though the background is the most important thing, never neglect the form. This brings us to our last tips:

- **Read.** Read and re-read your proposal. Understanding the call requires a good knowledge of the call, the Programme, the Application Packages and the Frequently Asked Questions (FAQ), the Evaluation Guidelines...

- **Write:** Style and writing are key. Simple, clear, logical and precise content. Revise and correct and complete the necessary improvement cycles.

You now have all the keys to start revising your business strategy.



# How to improve, if your project has not been approved



# 6. How to improve, if your project has not been approved

You have submitted your project to one of the Horizon Europe calls, but it has not been funded, so what now?

First, do not give up: between 2014 and 2016 alone, 74% of high-quality proposals in the first three years of Horizon 2020 were not funded. This shows that project failure can happen to anyone and any project. The secret is to know how to pick yourself up once it happens.

In this section, we will give you **5 steps to ensure recovery**, highlighting the main activities and actions needed to turn a failing project into a success.

Before starting the rescue process, **there are some basic steps you can take to bring the project back on track during its conception:**

**a) Review problem projects:** Before you close the proposal, review your project. If the project's deviation trends in time, cost and scope are excessive and you do nothing about it, the project will continue its path to failure. This way, you can stay ahead of problems.

**b) "Rapid" assessment and recovery:** once the problem is detected, make a thorough assessment, but be agile in implementing the necessary changes.

Steps to recover unsuccessful projects:

**1. Define the problem:** review the mission, the team, the approach; identify the cause, which will fall into one of these groups: human, communication and process factors.

**2. Define the key evaluation points:** paying special attention to some signs that may require further investigation: missed deadlines, poor planning, disagreement with objectives; lack of resources; negative progress reports, cost overruns; low team morale, high staff turnover,

negative progress reports and cost overruns. Note that “problems” do not automatically mean project failure. It is a basis for analysing why the project is failing and what can be done about it.

**3. Evaluate:** we already have the criteria we need to apply, now it is necessary to define a team to carry out this evaluation to determine the subsequent actions, which can include:

- Continuing and correcting project issues
- Rethinking the project, restarting it completely.
- Closing the project (terminating it).

The main objectives of the evaluation are the detailed examination of all aspects of the project, analysis of data, compilation of findings and reporting to stakeholders. It is therefore a review of the project’s performance, results, problems and overall status, and this report will be carried out by a team specifically designed to undertake this mission.

**4. Make the crucial decision:** to save the project or not save it? If you decide to go ahead, the recovery plan must be developed. It is important to know that the plan developed for a non-approved project is not similar to a plan for a new project:

- It must not fail.
- It will be subject to greater scrutiny and stricter monitoring and control.
- The team must be prepared to defend its every action.
- It provides for broad fundamental changes in scope, schedule and cost.
- It is shorter in duration.
- It requires more frequent communication and reporting.

**5. Implementing the recovery plan:** This process must start with a clear purpose in the minds of those involved, based on a solid foundation, with a well-defined project management and control system, an achievable plan and a team that can do the job. This is achieved, as in any project, through the process of implementation and monitoring. It is interesting to establish milestones that facilitate the evaluation of specific periods to take quick action on deviations.



## Information Resources

- [https://ec.europa.eu/info/index\\_en](https://ec.europa.eu/info/index_en)
- <https://www.zabala.eu/>

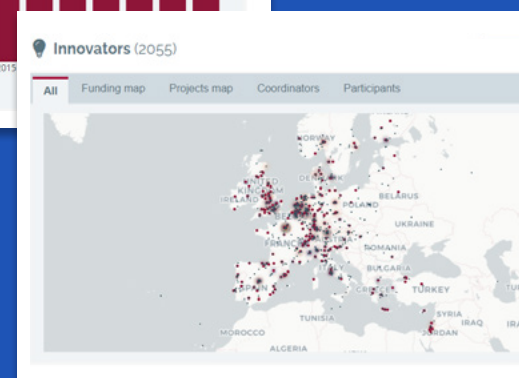
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