

LUMP SUM FUNDING

FJ M@QLCVLRO
MDLMLP>I



Dr. Roxana Lazarescu



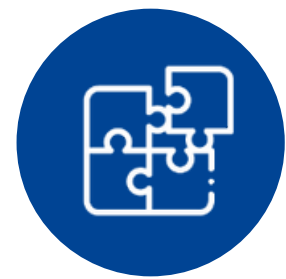
Why using lump sum funding?

Significant simplification potential

- Despite all simplification, funding based on reimbursement of incurred costs stays complex and error-prone
- Lump sum project funding removes all obligations on actual cost reporting and financial ex-post audits –i.e. a **major reduction of administrative burden**
- **Access to the programme becomes easier**, especially for small organisations and newcomers

Focus on content

- Shift from focus on financial management and checking costs to **focus on scientific-technical content** of the projects



Basic principles

Lump sum evaluation and grant agreement follow standard approach with the same:

- Evaluation criteria Pre-financing and
- payment scheme
- Reporting periods and technical reporting, **though focusing on completion of work packages**

One lump sum share is fixed in the grant agreement for each work package:



Work package completed  payment

- Payments do not depend on a successful outcome, but on the **completion of activities**.
- Work packages can be modified through amendments (e.g. to take into account new scientific developments)



Two lump sum options

The type of lump sum is specified in the text of the topic you are evaluating.

Option 1:

- The call for proposals defines a The budget **fixed lump sum**
- requested by applicants in the proposal **must be equal** to this fixed lump sum.
- The proposal must **describe the resources mobilised** for this amount.

Option 2:

- Applicants **define the lump sum** in their proposal.
- In setting the lump sum, they are **free to define the amount** necessary to carry out your project.
- The lump sum chosen must be **justified by the resources mobilised**.



Example of lump sum breakdown per work package and per beneficiary

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total
Beneficiary A	250.000			50.000	300.000	250.000		300.000	900.000
Beneficiary B		250.000	350.000	50.000			100.000	150.000	420.000
Beneficiary C	100.000	100.000		50.000		280.000		600.000	3.000.000
Beneficiary D		120.000		50.000			100.000	150.000	
Total	350.000	470.000	350.000	200.000	300.000	530.000	200.000		

Shares of the lump sum per beneficiary

Share of the lump sum per WP

Lump sum = Maximum grant amount



Evaluation of lump sum proposals

Applicants use the standard Horizon Europe proposal template Part B (narrative part).

Proposals are evaluated:

- According to the standard Horizon Europe evaluation procedures
- With the help of independent experts

Like for other Horizon Europe proposals, you assess the proposals in terms of:

- Excellence
- Impact
- Quality and efficiency of the implementation



Evaluating the technical description of the proposal (Part B)

- Evaluate the 'excellence' and 'impact' criteria like in any other Horizon Europe proposal.
- Under the 'implementation' criterion, be aware that the design of the work plan in a lump sum

proposal is similar as in actual costs proposals except that **work packages are paid with the lump sum funding periods**. In this way, the relevant activities can be paid at the end of the reporting period. As usual, the proposal must **describe in detail** the activities covered by each work package.

The effectiveness of the work plan remains important. The use of lump sum funding should not lead to the subdivision of the project into many small work packages.



Evaluating the lump sum detailed budget table

- Lump sum proposals must contain a **detailed budget table**:
 - For option 1, to describe the resources mobilised for the amount of the lump sum fixed in the work programme
 - For option 2, to define and justify the amount of the lump sum proposed by applicants
- Applicants provide this **detailed budget table** in an [Excel workbook](#)
- In this table, package. **cost estimations for each cost category** are resolved per beneficiary and per work
The table automatically generates the
- package. **breakdown of the lump sum** per beneficiary and per work

Cost estimations and the resulting overall lump sum must be plausible and reasonable. They must be **necessary for and justified by the activities proposed**, but they cannot be accurate in the way costs can be accurate after they have been incurred.



Evaluating the lump sum detailed budget table

As expert, you:

- **Check the cost estimations** and whether the resources proposed and split of lump sum shares are reasonable and allow completing the activities described in the proposal. If needed, **make**
- **precise recommendations** on changes to the detailed budget table. On this basis, the lump sum amount and lump sum breakdown will be modified during grant preparation.

You can recommend:

- To **decrease** the lump sum amount for a work package and/or a beneficiary;
- To **reallocate** lump sum shares among work packages and/ or beneficiaries.

Following the recommendations of the experts, **the requested grant amount might be decreased**. However, the requested grant amount cannot be increased.

- Evaluate the detailed budget table **under the criterion “implementation”**
 - Corrections to individual cost estimations should not affect the score. However,
 - significant shortcomings must lead to a lower score (e.g., a flawed budget structure or a clearly inappropriate total lump sum).



Checking costs based on professional experience and against objective data

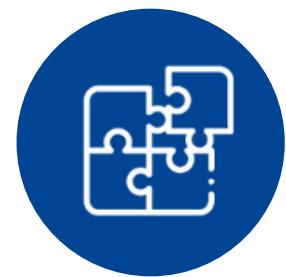
- For each work package, you check the cost estimates on the basis of your **knowledge and professional experience** (typical costs and resources based on your experience with other R&I projects in the field, e.g. for personnel, consumables, and equipment)
 - We provide a dashboard with personnel cost data from Horizon Europe grants. You must **use this dashboard in your assessment** of estimated personnel costs (see next slide).
- For some topics, we may provide you with additional (historic) data to cover specific aspects. If such data are provided, you must use them to judge the relevant cost estimations.



Horizon dashboard for lump sum evaluations

- Personnel costs represent more than 60% of the costs in an average grant.
- To help you to assess if the personnel costs in the proposal are reasonable, we provide a **personnel cost dashboard**.
- It shows **the range of average personnel costs in actual cost grants**. This information can be resolved by country and by organisation type.
- You get an orientation of **what personnel costs are normal** in Horizon Europe.
- You must **consult the dashboard** when assessing personnel costs. Make sure you **read the instructions** on the landing page.

Access the dashboard [here](#)



Completing the evaluation reports

Where to include recommendations on the budget (if any)?

- In your **individual evaluation report**(IER), you must **cover all the criteria**. This includes the detailed budget table, to be covered under criterion 3 (implementation). In the **consensus report**(CR) and **evaluation summary report**(ESR):
 - Cover all three criteria.
 - For **proposals expected to be on the main or reserve lists**:
 - ➤ **Always document your assessment of the lump sum budget.**
Include your recommendations to modify the budget (if any).
 - For **proposals below the threshold and/or below the available budget**:
 - No recommendations on the detailed budget table are required. Exception: If the score was lowered
 - due to a flawed budget, the relevant comments must be included.
- It is important that your **budget recommendations are precise** (if any). For example, you can propose a change in % or in EUR. You should explain
 - why a **cost estimation** should be reduced, and/or
 - why the **allocation of resources** should be changed.



Assessment of the budget

For proposals expected to be on the main or reserve lists, you must **always document your assessment of the lump sum budget** in the evaluation reports (under criterion 3 'Implementation').

How to document your assessment of the budget?

- **Scenario 1:** The lump sum **budget is appropriate** (i.e. cost estimations are reasonable and in line with the activities proposed)
 - The evaluation report must still contain a record of your assessment of the budget. Summarise the budget checks carried out and your conclusion.
- **Scenario 2:** The lump sum **budget has issues** (e.g. some costs are overestimated)
 - Identify the partner, cost category, work package, and the amount in EUR (or a percentage) that
 - should be reduced or reallocated.
Justify your recommendations. For example, explain
 - why a specific cost estimation was inappropriate or unjustified, and/or
 - why the allocation of budget to partners or work packages was unsatisfactory.



The detailed budget table in practice

		Horizon Europe Programme							
		Detailed lump sum budget							
		Generate the Excel file in macro-free format Ready for the online submission system							
Instructions									
Go to Beneficiaries and Affiliated Entities list		Go to Work packages list							
! Double click buttons !									
GENERAL INSTRUCTIONS	This workbook enables you to present the detailed estimation of costs of your lump sum project and to calculate the lump sum breakdown per beneficiary and per work package. It must be uploaded as an additional document at the 'Proposal forms' step of proposal submission. This is mandatory. If you do not upload the Excel workbook, the proposal submission will be blocked.								
	You must not change the structure of this workbook (e.g., do not add, remove or modify rows, columns or tabs).								
	Comprehensive guidance and background on lump sum funding under Horizon Europe is available on the Funding & Tenders Portal. To get started, we recommend to read the guide Lump sum funding – what do I need to know. This includes details on how to complete this Excel workbook. The weblinks are provided in column E.								
	We recommend using Excel 2013 (Windows) / Excel 2016 (Mac OS) or more recent.								
	The only currency used in this workbook is EURO.								
	You must complete the following sheets: 'BE list' – 'WP list' – 'BE' (one sheet for each beneficiary) – 'Depreciation costs' (if any). The appropriate number of individual beneficiary sheets ('BEx') will be generated automatically with data from the 'BE list' and 'WP list' sheets.								
	The information in this workbook must correspond to the main proposal. For example, the list of beneficiaries and affiliated entities and the list of work packages must be the same. Likewise, the tables in section 3.1 of Part B of the proposal must be in line with the budget presented here (e.g., table 3.1h 'purchase costs', and table 3.1i 'internally invoiced goods and services').								
Instructions		BE list	WP list	Lump sum breakdown	Person-months overview	Summary per WP	BE1	Depreciation costs	Any comments

- Applicants submit the detailed budget table in an Excel file
- Each tab of the file presents a different set of information



The detailed budget table in practice – lump sum breakdown

ESTIMATED BREAKDOWN OF THE LUMP SUM									
BENEFICIARIES \ WORK PACKAGES	WP1 Analysis	WP2 Technical part	WP3 Experiment 1	WP4 Experiment 2	WP5 Communication & dissemination	WP6 Project management 1	WP7 Project management 2	Total	Pct %
BE1: University 1	91,500.00	49,750.00	51,250.00	114,250.00	17,500.00	8,000.00	7,500.00	339,750.00	21.06%
> BE1-AE2: Laboratory 1	44,500.00	76,250.00	0.00	46,875.00	0.00	8,000.00	7,500.00	183,125.00	11.35%
BE3: SME 1	125,125.00	9,205.00	56,000.00	52,937.50	6,343.75	5,687.50	5,250.00	260,548.75	16.15%
BE4: Research Org 1	16,312.50	8,625.00	34,375.00	50,000.00	9,375.00	3,750.00	3,750.00	126,187.50	7.82%
BE5: University 2	12,500.00	3,750.00	22,000.00	29,300.00	10,500.00	4,500.00	4,500.00	87,050.00	5.39%
BE6: SME 2	33,375.00	20,353.05	48,125.00	46,250.00	250.00	3,875.00	3,875.00	156,103.05	9.67%
> BE6-AE7: Company A	3,237.50	9,450.00	19,250.00	18,550.00	1,750.00	1,268.75	1,268.75	54,775.00	3.39%
BE8: Museum A	59,500.00	58,750.00	49,125.00	71,687.50	19,375.00	6,875.00	6,875.00	272,187.50	16.87%
BE9: University 3	6,375.00	10,312.50	38,375.00	39,750.00	30,000.00	4,500.00	4,500.00	133,812.50	8.29%
Total:	392,425.00	246,445.55	318,500.00	469,600.00	95,093.75	46,456.25	45,018.75	1,613,539.30	100.00%
Percentage:	24.32%	15.27%	19.74%	29.10%	5.89%	2.88%	2.79%	100.00%	

- The **breakdown of the lump sum** per work package and per beneficiary is generated automatically on the basis of the individual cost estimations of each beneficiary.
- It can be the starting point of your evaluation, but you will need more information to understand what are the costs behind each lump sum share.



The detailed budget table in practice – summary tables

SUM OF ALL BENEFICIARIES (including AFFILIATED ENTITIES) FOR ALL THE WORK PACKAGES				
COST CATEGORY	ALL BENEFICIARIES (with affiliated entities)			
	ITEMS (TOTAL)	AVERAGE COST PER ITEM	TOTAL COSTS	
COSTS WORK PACKAGE 1: Analysis				
A. DIRECT PERSONNEL COSTS				
A.1 Employees (or equivalent)				
SENIOR SCIENTISTS (or equivalent in the private sector)	23.0	5,813.04	133,700.00	
JUNIOR SCIENTISTS (or equivalent in the private sector)	38.0	3,546.05	134,750.00	
TECHNICAL PERSONNEL (or equivalent in the private sector)	5.0	5,800.00	29,000.00	
ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)	0.0		0.00	
OTHERS	0.0		0.00	
A.2 Natural Persons under direct contract	0.0		0.00	
A.3 Seconded Persons	0.0		0.00	
A.4 SME owners and natural person beneficiaries	0.0		0.00	
B. DIRECT SUBCONTRACTING COSTS				
	0.0		0.00	
C. DIRECT PURCHASE COSTS				
C.1 Travel and subsistence	35.0	825.71	28,900.00	
C.2 Equipment (complete 'Depreciation cost' sheet)				
Equipment	7.0	2,500.00	17,500.00	
Infrastructure	0.0		0.00	
Other assets	0.0		0.00	
C.3 Other goods, works and services				
Consumables	10.0	1,100.00	11,000.00	
Summary per WP				
Instructions BE list WP list Lump sum breakdown Person-months overview BE1 BE3 BE4 BE5				

- The table 'Summary per WP' gives you an estimation of costs of all beneficiaries for each work package.



- The table '**Person-months overview**' gives you the number of person months that each beneficiary is planning to allocate to each work package.



The detailed budget table in practice – individual beneficiary sheets

Beneficiary: BE3 - BUDGET SHEET		View Summary	
4174158-1368-5348-9-28-8773105-3476		SME 1	
COST CATEGORY	ITEMS	COST PER ITEM	BE TOTAL COSTS
COSTS WORK PACKAGE 1: Analysis			
A. DIRECT PERSONNEL COSTS			
A.1 Employees (or equivalent)			
SENIOR SCIENTISTS (or equivalent in the private sector)	5.0	7500	37500.00
JUNIOR SCIENTISTS (or equivalent in the private sector)	10.0	5400	54000.00
TECHNICAL PERSONNEL (or equivalent in the private sector)	5.0	5800	29000.00
ADMINISTRATIVE PERSONNEL (or equivalent in the private sector)			0.00
OTHERS			0.00
A.2 Natural Persons under direct contract			0.00
A.3 Seconded Persons			0.00
A.4 SME owners and natural person beneficiaries		5913	0.00
B. DIRECT SUBCONTRACTING COSTS			
			0.00
C. DIRECT PURCHASE COSTS			
C.1 Travel and subsistence	5.0	1500	7500.00
C.2 Equipment (complete 'Depreciation costs' sheet)			
Equipment	2.0	3000	6000.00
Infrastructure			0.00
Other assets			0.00
C.3 Other goods, works and services			
Consumables	1.0	9000	9000.00
Services for meetings, seminars			0.00
Services for dissemination activities (including website)			0.00
Publication fees			0.00
Other (shipment, insurance, translation, etc.)			0.00
D. OTHER COST CATEGORIES			
Instructions		BE list	WP list
Lump sum breakdown		Person-months overview	Summary per WP
		BE1	BE3
		BE4	BE5

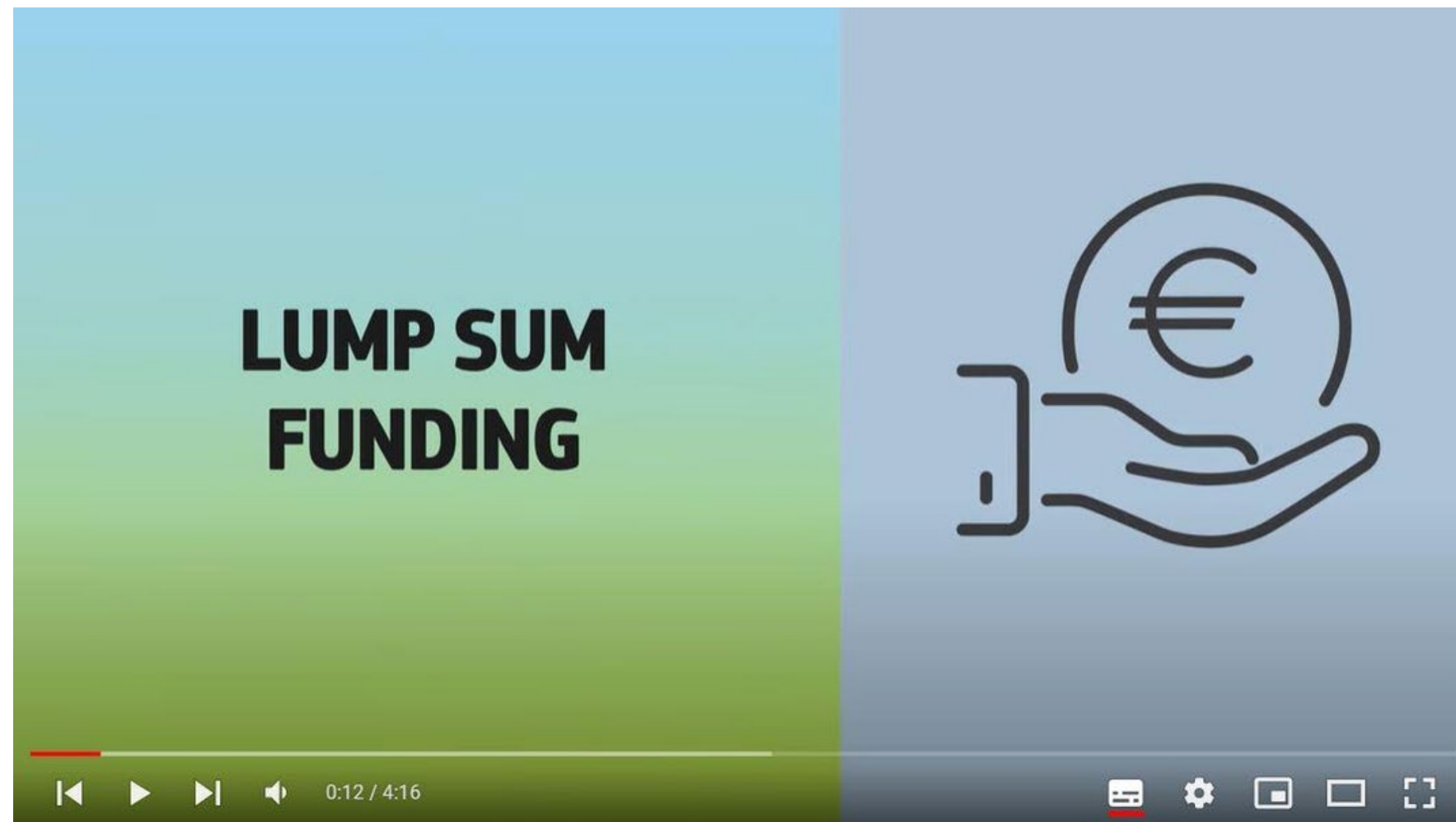
- Each beneficiary completes one individual sheet. This sheet includes one separate section for each work package.
- For each work package, beneficiaries enter cost estimations under each cost category used.
- For more details on equipment costs, you can refer to the 'Depreciation costs' sheet.
- You might find more information on some costs in the tables 3.1g, 3.1h, 3.1i, 3.1j in the Part B of the proposal. The cost estimates must be consistent with the information in these tables.



Lump sum videos

In addition to this briefing, we encourage you to watch our lump sum videos.

- ■ ■ Overview of lump sum funding Detailed budget table Personnel costs dashboard (coming soon)



You can watch the videos here:
[EU Science & Innovation YouTube channel](#)



Glossary of terms

Impacts	Wider long-term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term). It refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project.
Objectives	The goals of the work performed within the project, in terms of its research and innovation content. This will be translated into the project's results. These may range from tackling specific research questions, demonstrating the feasibility of an innovation, sharing knowledge among stakeholders on specific issues. The nature of the objectives will depend on the type of action, and the scope of the topic.
Outcomes	The expected effects, over the medium term, of projects supported under a given topic. The results of a project should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.
Pathway to impact	Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project. A pathway begins with the projects' results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination. Results generated by the action to which access can be given in the form of scientific publications, data or other engineered outcomes and processes such as software, algorithms, protocols and electronic notebooks.
Research output	What is generated during the project implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained
Results	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'.

Lump sum funding is:

- A fixed amount of money provided upfront for specific activities.
- Simplifies financial management by eliminating the need for cost reporting and audits.

Benefits

- Reduced administrative burden.
- Greater flexibility for beneficiaries.
- Focus on outcomes rather than processes.

Is typically used:

- Smaller-scale projects or specific tasks within larger projects.
- Calls under EIC Pathfinder , EIC Transition , or Missions .

There are 3 scenarios:

Scenario 1: Develop a pilot project for smart energy grids in a climate-neutral city. Lump sum: €500,000.

Scenario 2: Create an AI-powered tool for early cancer detection. Lump sum: €300,000.

Scenario 3: Pilot a circular economy platform for urban waste management. Lump sum: €400,000.

Each team must allocate the lump sum across key activities such as:

Research and development.

Equipment and materials.

Personnel costs.

Dissemination and communication.

Contingency funds.

- Which activities are most critical to achieving the project's objectives?
- How will you ensure the lump sum is sufficient to cover all planned activities?
- What trade -offs might you need to make?

Use a budget template to guide their allocations.

$s \dot{I} \succ \Sigma \hat{J} p \succ \dagger \acute{C} \grave{A} \circ \grave{g} T \acute{Y} \ddot{Z} \grave{A} \acute{C} \grave{A} \circ \ddot{n} \acute{I} \acute{Y} \sim + \acute{Y} \geq \neg \Sigma \check{Z}$

◦ $\sim \dagger \ddot{''} / \grave{g}$

- $6 \dagger \neq \ll \check{Z} \Sigma \dagger \,, \check{Z} \dagger / \Sigma \acute{I} \% \check{Z} \ll \Sigma \sim \acute{I} \succ \Sigma \acute{I} \, ; \dagger F \acute{I} \sim \grave{A} \acute{I} \% \circ 6 \acute{Y} \acute{I} \wedge \Sigma \Sigma^{3/4} \dagger \succ \acute{Y} \dagger \check{Z} \sim$
 $\sim \Sigma^{3/4} \grave{A} \Sigma F \grave{A} \circ \check{Z} \ll \Sigma \acute{I} \check{Z} \ll \Sigma \check{Z} \Sigma \dagger \,, \ddot{r} \ddot{''} \sim \acute{Y} \geq \neg \Sigma \check{Z} \grave{g}$
- $\sim \Sigma \dagger \,, \ddot{''} \,, \acute{Y} \ddot{Z} \wedge \sim \acute{I}^{3/4} \grave{A} \Sigma \, ; \Sigma \Sigma \geq \ddot{''} \dagger \neq / \acute{I} \% \grave{g}$
 - $\hat{e} \ll \Sigma \check{Z} \ll \Sigma \check{Z} \ll \Sigma \ddot{''} \acute{Y} \geq \neg \Sigma \check{Z} \dagger \succ \grave{A} \% \circ F \check{A} \check{Z} \ll \check{Z} \ll \Sigma \wedge \sim \acute{I} \Diamond \neq \check{Z} \ddot{r} \acute{I} \ddot{''} \Diamond \neq \check{Z} \grave{A} \Sigma \ddot{''} \grave{g}$
 - $I \, ; \check{Z} \ll \Sigma \succ \acute{Y} \,, \wedge \ddot{''} \acute{Y} \,, \grave{A} \dagger \gg \acute{I} \neq \dagger \check{Z} \geq \Sigma \epsilon \Sigma \neq \check{Z} \grave{A} \Sigma \succ \acute{C} \dagger \% \circ \Sigma \check{E} \neq \grave{A} \% \check{Z} \acute{C} \grave{g}$
 - $\% \acute{C} \wedge \acute{I} \check{Z} \Sigma \% \check{Z} \grave{A} \succ \sim \grave{A} / \ddot{''} \acute{I} \sim \neg \dagger \wedge \ddot{''} \grave{A} \circ \check{Z} \ll \Sigma \ddot{''} \acute{Y} \geq \neg \Sigma \check{Z} \grave{g}$

Pitching a Lump Sum Project Task:

Each team prepares a 3-minute pitch for their project, focusing on:

- The societal challenge they are addressing.
- How the lump sum funding will be used to achieve the project's goals.
- The expected impact of the project.

Teams can use visuals (e.g., slides, posters, or infographics) to support their pitch.

Q KDF? I B
FJ M @QP



Horizon Europe follows an **impact**-driven approach to maximize the effectiveness of research and innovation investments, ensuring they **align with the European Commission's policy priorities**.

This represents a shift in the design of EU R&I Framework Programmes, **moving from an activity-focused model to one centered on achieving tangible impacts**.



E25,=21 B8523& ,1752%8\$&6 ! (5281%#5&1 . ,1(0 21,725,1(! 3352! \$+ 7+528(+ H&< F0 3! \$7M 7+: ! <6 ÑHFM6Ö: +,\$+ 75! \$. ! 1% \$20 0 81,\$! 7& ,0 3! \$7 ! \$5266 1,1& . &< 6725</,1&6 7+528(+287! 1%#&<21%7+&352(5! 0 0 &6 ,0 3/&0 &1 7! 7,21k

Q+,6 ! 3352! \$+ 3529,%&6 32/,\$<0 !. &56 ! 1% 7+& 38#/, \$: ,7+ 5&(8/! 5 ,16,(+76 ,172 7+& 352(5! 0 0 &6 &' &\$76 21 B8523& 1 6\$,&1 \$&n7+&&\$2120 <n! 1%62\$,&7< ! 7/! 5(&k

Q+& H&< F0 3! \$7 M 7+: ! <6 7+! 7 0 867 #& %&6\$5,#&%,1 7+& 352326! /ä352-&\$7! 5&(5283&%,172 7+5&& \$! 7&(25,&6m P\$,&1 7,“ \$nP2\$,&7! /n! 1%Q&\$+12/2(, \$! /äB\$2120 , \$

KIPs are a monitoring framework designed to assess and communicate the effects of Horizon Europe investments.

They track impact across three main dimensions:



$w \neq \frac{A}{\Sigma} \% \check{Z} \check{A} \neq \check{A}, \wedge \dagger \neq \check{Z} \hat{g}$
 $\geq \frac{3}{4} \dagger \% \neq \check{A} \check{o} \check{o} / \% \check{b} F \rangle \Sigma \geq - \Sigma \hat{G}$
 $\wedge \check{Y} \cdot \rangle \check{A} \dagger \check{Z} \check{A} \% \check{o} \hat{G} \dagger \% \check{x}$
 $\sim \Sigma' \Sigma \dagger \sim \neq \ll \Sigma \check{s} \neq \Sigma \rangle \Sigma \% \neq \Sigma \hat{g}$



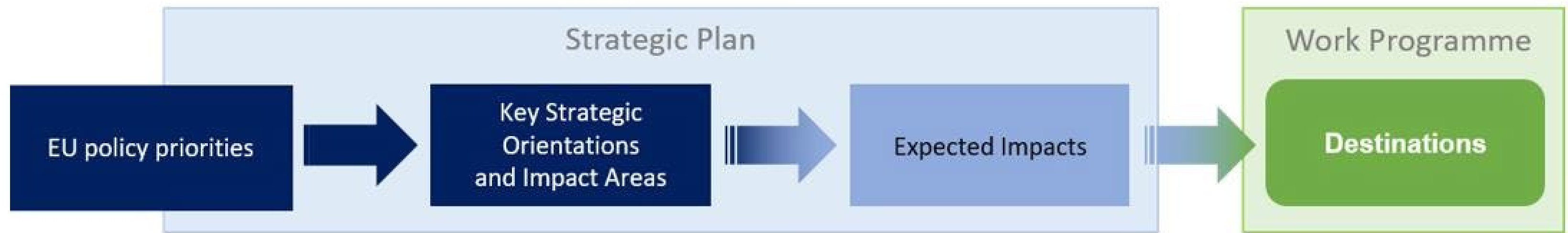
Societal impact.
Addressing global challenges and benefiting citizens.



Economic impact.
Boosting industry, innovation, and European competitiveness.

Horizon Europe delivers on EU policy priorities

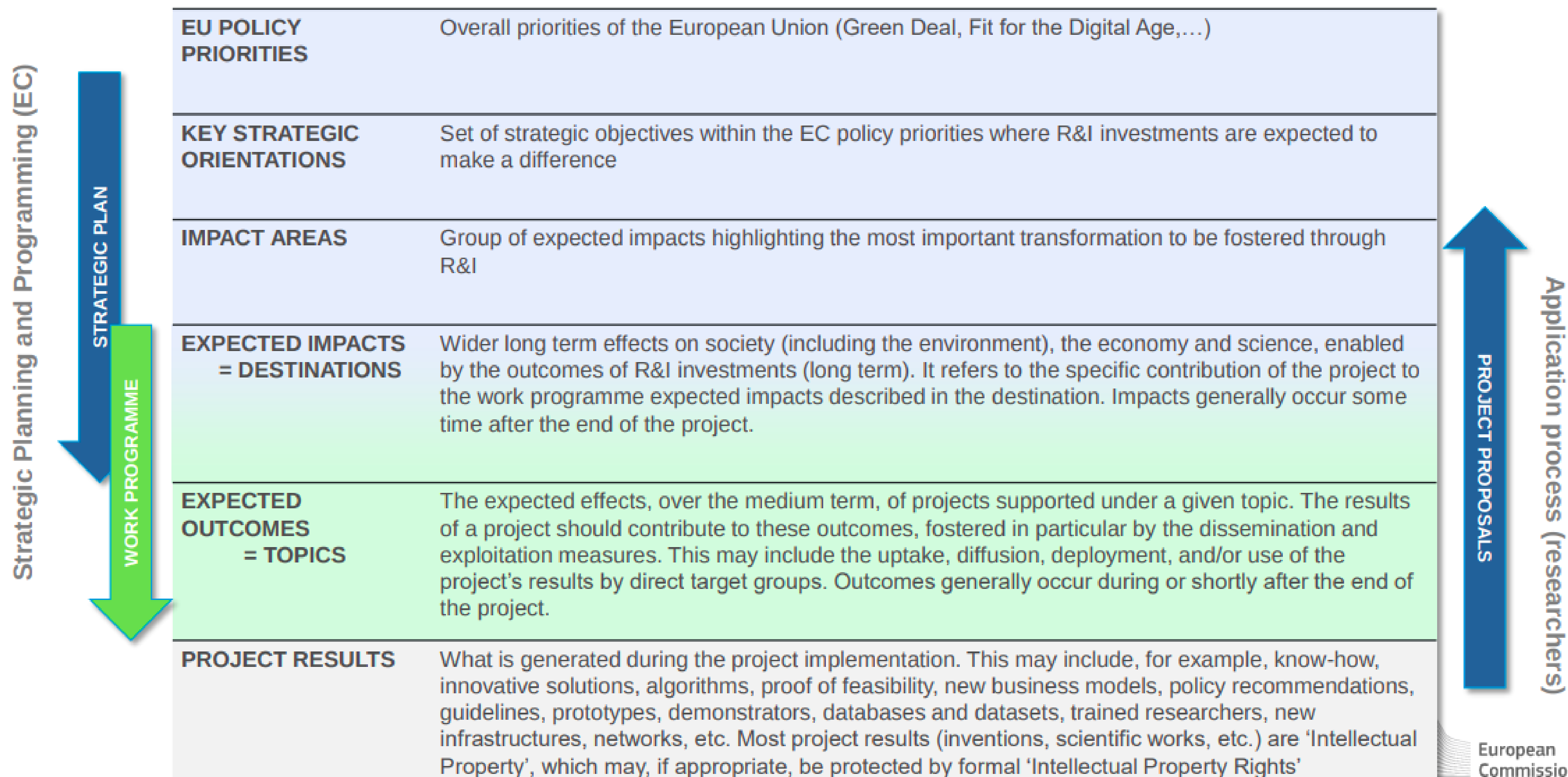
From EU priorities to Work Programme Destinations



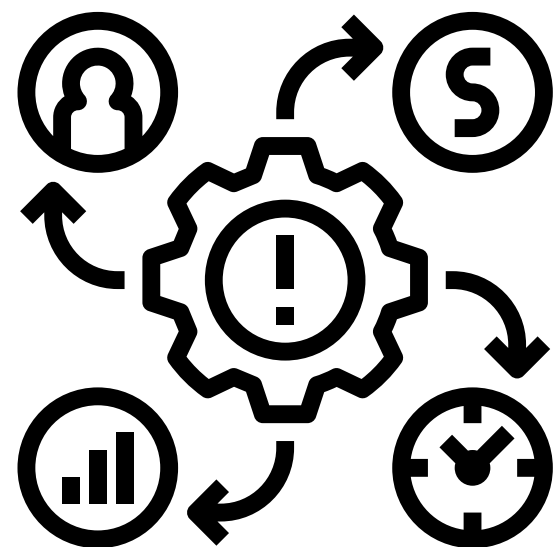
- The **strategic plan** sets out strategic orientations and impacts areas for research and innovation investments under Horizon Europe for **four years** (first HE strategic plan covers the period 2021-2024). The **key strategic orientations** and **impact areas** are formulated on the basis of **expected impacts**.
- Each expected impact is targeted via dedicated packages of actions in the work programme. These are termed **destinations**, because they indicate both the specific direction and the ultimate point of arrival of the projects to be supported through Horizon Europe.
- The **work programmes** (WPs) include the research and innovation activities to be funded under Horizon Europe for **two years** (first HE WP covers the period 2021-2022). ERC and EIC WPs will be annual.

N.B. This graphic applies primarily to the Clusters under Pillar II. The expected impacts and Destinations in other work programme parts are not derived directly from the Strategic Plan.

Link between policy priorities and project results



IMPACT



IMPACT IS THE VALUE THE PROJECT BRINGS ABOUT, ON A SHORT, MEDIUM AND LONGER TERM.

Q+&352-&\$70 867%&6\$5,#&,76 u6725<v81%&5 7+5&&6&\$7,216m

BU@BI I BK@B

What?



What is the project about?

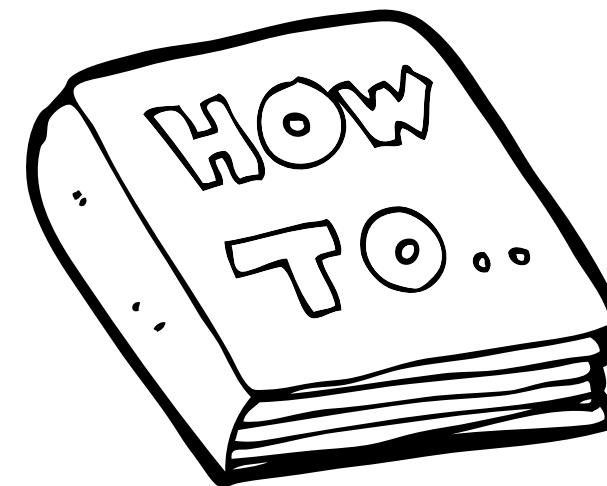
IMPACT

WHYWHY?



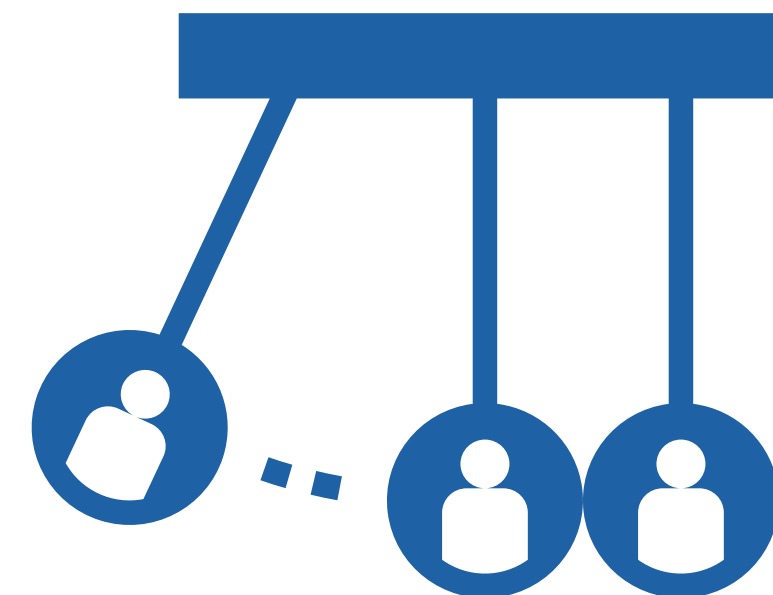
T +<6+28/=: &%2 7+,6 352-&\$7É
T +! 7&9,%&1 \$&%2 : &\$2//&\$7! 1%
0 & 685&,1 7+&352-&\$772 %&0 21675! 7&7+&
352-&\$76 9! /8&É

IMPLEMENTATION



How do we achieve the objectives?

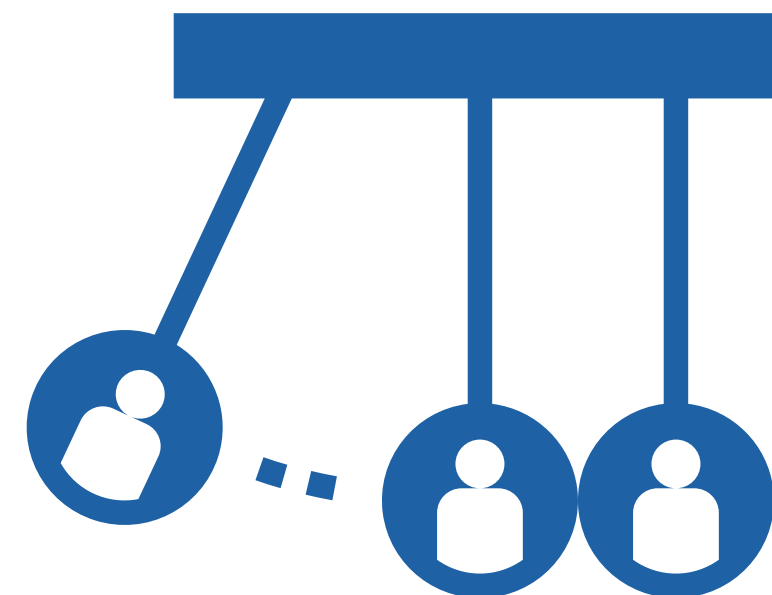
IMPACT IS MORE THAN PROJECT'S RESULTS.



Any research should lead to impact. However, the typical impact that many end up including in the proposal is driven by the motivation to carry out the suggested research and development project. As a direct consequence, many applicants consider the anticipated immediate results of their project to be its impact. This is the first common pitfall and usually where the problem begins.

The expectations of the impact of a Horizon Europe project proposal are much broader than merely having these results.

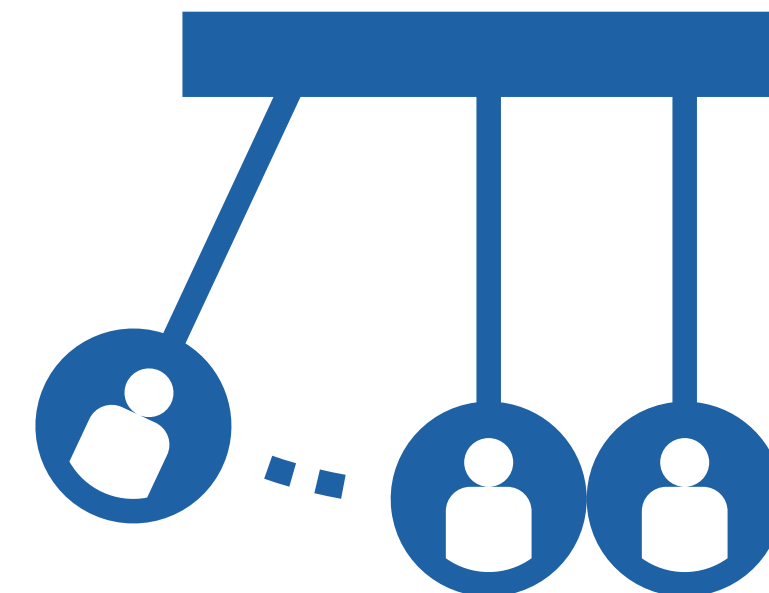
FJ M@QFP J LOB QE>K
MDLGB@QSP OBPRI QPk



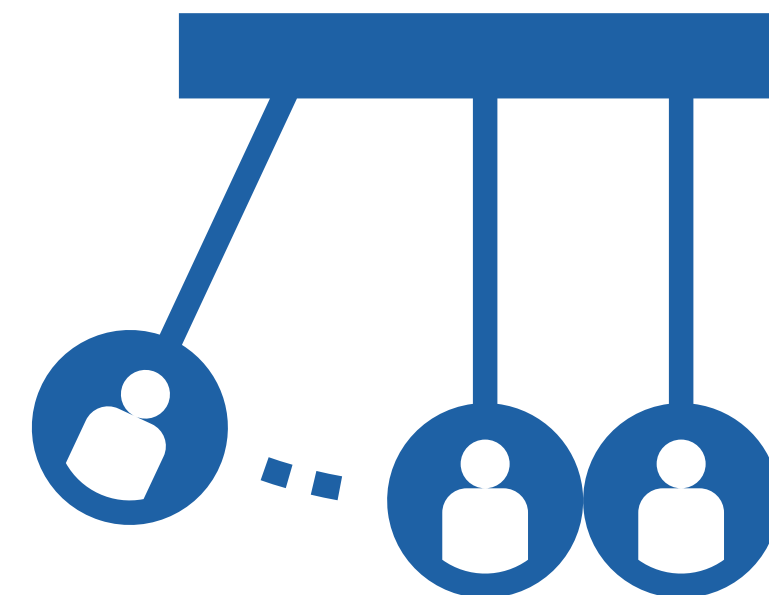
If the information provided in the ‘Impact’ section only pertains to the “expected results” acquired, not only will it be a very superficial presentation that does not truly explain the impact of the project, it will also fail to align with the expectations of the European Commission as they are communicated in Horizon Europe. Therefore, and in the context of Impact – there are many other elements that should be considered in addition to the results, while some are **expected to extend beyond the project’s scope and lifetime** .

IMPACT = VALUE

All measures should be
proportionate to the scale of the
project, and should contain
concrete actions to be
implemented both **during and**
after the end of the project.

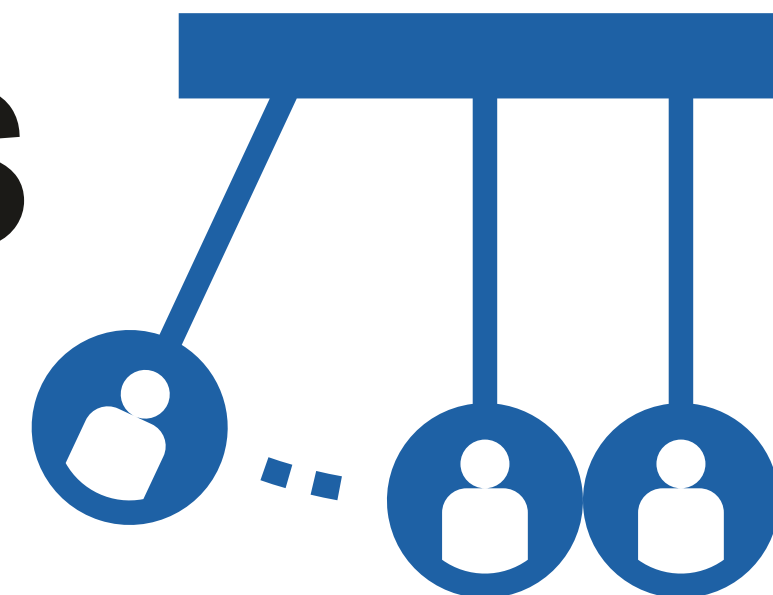


FJ M@Q° S>IRB



Horizon Europe prioritizes innovative and pioneering research projects that address global challenges with significant impact. The best place for researchers to highlight the transformative potential of their work is the 'Impact' section. When crafted effectively, this section can greatly strengthen a proposal's chances of securing funding. It serves as the key opportunity to demonstrate the project's value and far-reaching impact. Conversely, overlooking this section can undermine the entire application, diminishing its competitiveness.

FOCUS ON QUESTIONS LIKE:



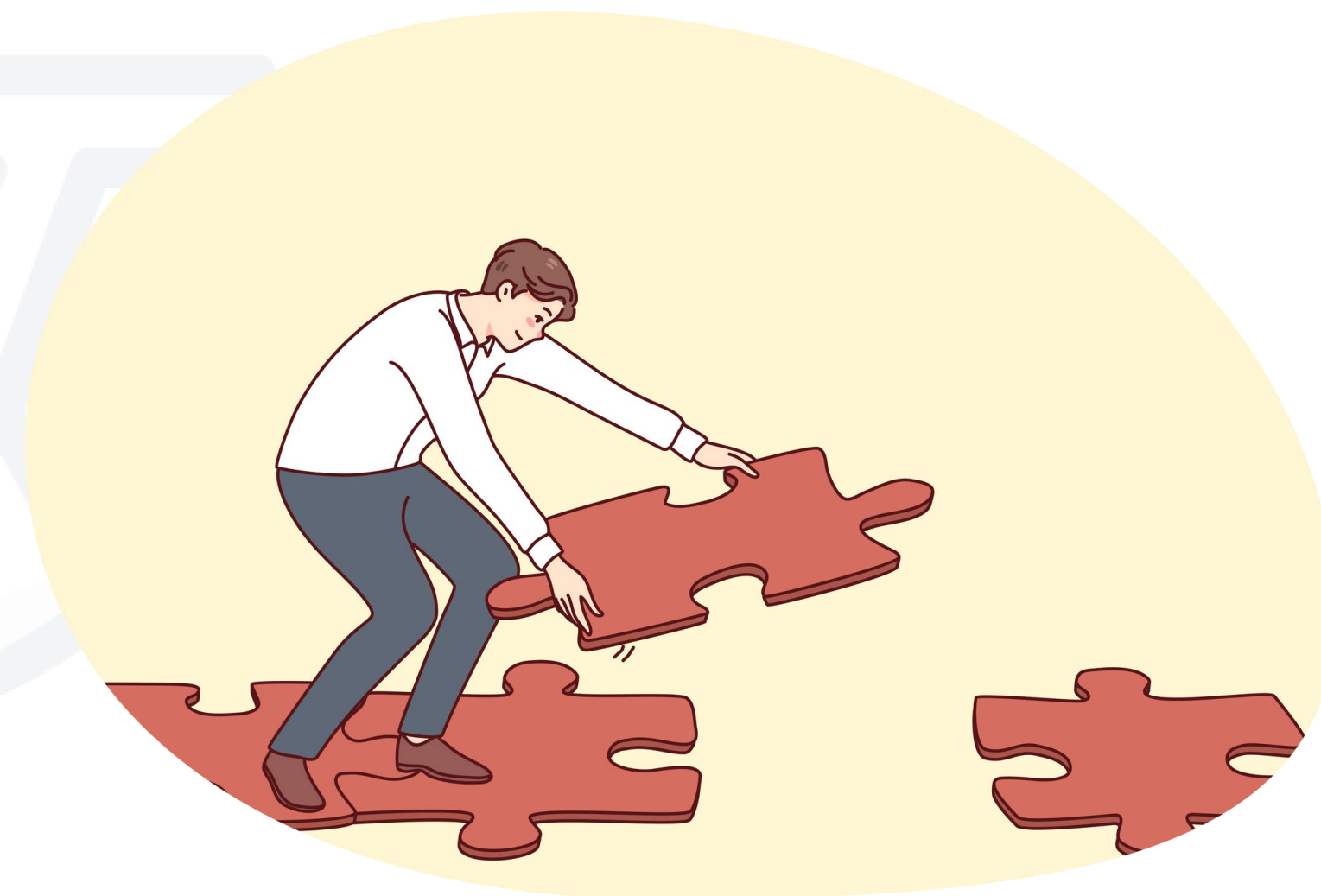
- What will happen after we reach our target and have results?
- What will happen once the project is through?
- What may be the next steps which extend beyond the project's scope?
- What will be the project's 'legacy'?

Refer to anything which may be relevant to the specific content of the project in that respect.

> AAOBPPFKD FJ M@Q
AFJ BKPFLKP

Proposals should try and cover as many as possible of the mentioned KIPs along with their different storylines.

The opposite scenario of attempting to “cover all” the pathways but with very weak or vague links to the presented project should be avoided.



You will receive the Impact section for a sustainable water management project.

Task: Identify strengths and weaknesses, then improve the weaker version.

2 $\dot{A} \neq \dot{Y}'''' \dot{A} \% \alpha \dot{Y} \Sigma' \dot{Z} \dot{A} \% \dot{g}$

- $\hat{e} \ll \dagger \dot{Z},, \dagger / \Sigma'' \dot{e} \Sigma'' \dot{A} \% \alpha +'' \dot{Z} \dot{I} \% \alpha \Sigma' \dot{Z} \ll \dagger \% \alpha \dot{e} \Sigma'' \dot{A} \% \alpha \text{ H}$
- $F \dot{I} F \neq \dagger \% \alpha F \Sigma \dot{A}, \wedge \sim \dot{I} \frac{3}{4} \Sigma \dot{e} \Sigma'' \dot{A} \% \alpha \dot{Z} \dot{I},, \dagger / \Sigma \dot{A} \dot{Z},, \dot{I} \sim \Sigma \neq \dot{I},, \wedge \Sigma \rangle \rangle \dot{A} \% \alpha \text{ H}$
- $\hat{e} \ll \dot{A} \neq \ll \Sigma \rangle \Sigma,, \Sigma \% \dot{Z}''' \ll \dot{I} \dot{Y} \rangle \geq \dagger \rangle F \dagger \dot{C}'' \ddot{\Sigma} \dot{A} \% \alpha \dot{Y} \geq \Sigma \geq \dot{A} \% \alpha \dagger'' \dot{Z} \dot{I} \% \alpha \text{ H},, \wedge \dagger \neq \dot{Z},$
 $'' \Sigma \neq \dot{Z} \dot{A} \% \alpha \text{ H}$

The impact section (section 2) in the Horizon Europe proposals consists of 3 sub-sections:



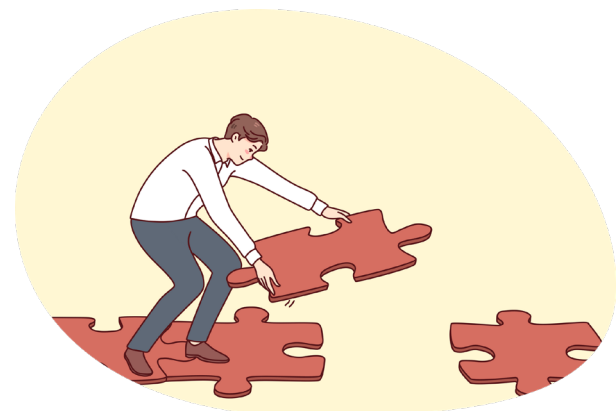
2.1 Project's pathways
towards impact



2.2 Measures to
maximize impact
(Dissemination,
Exploitation,
Communication)



ŉğÖ wÝ,, ,, †~Ć ≠†%¾†”



AIM

- The project aims to strengthen the research capacities for extreme weather events in Romania, focusing on the development of a research network and the implementation of a research program. The project will involve the participation of researchers from various institutions, including the University of Babeş-Bolyai, the Centre for Euro-Mediterranean Studies on Climate Change (CMCC), Justus-Liebig-Universität Gießen, and Universiteit Antwerpen. The project will also involve the participation of the IndecoSoft company, which will provide technical support for the project.
- The project will focus on the development of a research network and the implementation of a research program. The project will involve the participation of researchers from various institutions, including the University of Babeş-Bolyai, the Centre for Euro-Mediterranean Studies on Climate Change (CMCC), Justus-Liebig-Universität Gießen, and Universiteit Antwerpen. The project will also involve the participation of the IndecoSoft company, which will provide technical support for the project.





VARIETY OF STAKEHOLDERS

> 5&\$20 0 &1%&% : !< 72 &1685& 67521(3! 7+: !<6 72
,0 3! \$7,6 #< ,192/9,1(! 9! 5,&7< 2' 67! . &+2/%&56 ,1 7+&\$2f
\$5& 7,21 2' <285 352-&\$7 3/! 1 '520 7+& #&(,11,1(2' 7+&
352326! / : 5,7,1(k P8\$+ ! 1 ! 3352! \$+ ,6 (8! 5! 17&&% 72
%&/,9&5 : ,%&635& % #&1&'76 68\$+ ! 6 7+& 21&6 7+&
B8523 & 1 @20 0 ,66,21 ,6 /22. ,1('25k



To achieve a high score in this section, it is essential to include **baselines** , **benchmarks** , and **assumptions** that illustrate the **current** state, the projected **outcomes** by the **end** of the project, and its **long-term impact** . This could involve, for example, anticipated revenues from new technologies, the number of patients benefiting from a new treatment, job creation following a successful project, or the expected growth in users of an emerging technology. Providing these concrete indicators helps demonstrate the project's measurable impact.

CBEJU 2025 Call for Project Proposals

- Objective: Focuses on circular bio-based industries, aiming to promote sustainable and competitive bio-based solutions.
- Open Date: April 4, 2025
- Preparation: Proposal preparations can begin based on the call topics published in the CBEJU Annual Work Programme 2025.



EIT Culture & Creativity Innovation Call 2025

- Objective: Seeks innovative projects within the cultural and creative sectors that have significant societal impact.
- Open Date: February 11, 2025
- Close Date: April 11, 2025, at 17:00 CET



Who are the key stakeholders?

1. What baseline data exists? (e.g., current waste levels, patient outcomes, urban transport stats)
2. What measurable impact is expected?
(e.g., % improvement, # of users, economic benefits)
3. What benchmarks will indicate success? (e.g., EU policy alignment, new market adoption, societal benefits)

Steps to Define Your Impact Pathway:

Identify Relevant Stakeholders:

Engage with entities such as industry partners, academic institutions, policymakers, and end-users early in the proposal development process to ensure the project's relevance and applicability.

Establish Baselines and Benchmarks:

Determine the current state related to your project's focus area.

For example, if your project aims to reduce carbon emissions in urban areas, quantify the existing emission levels.

Define Measurable Impact Indicators:

Set clear, quantifiable targets to assess the project's success. Examples include:

Anticipated revenue growth from new technologies.

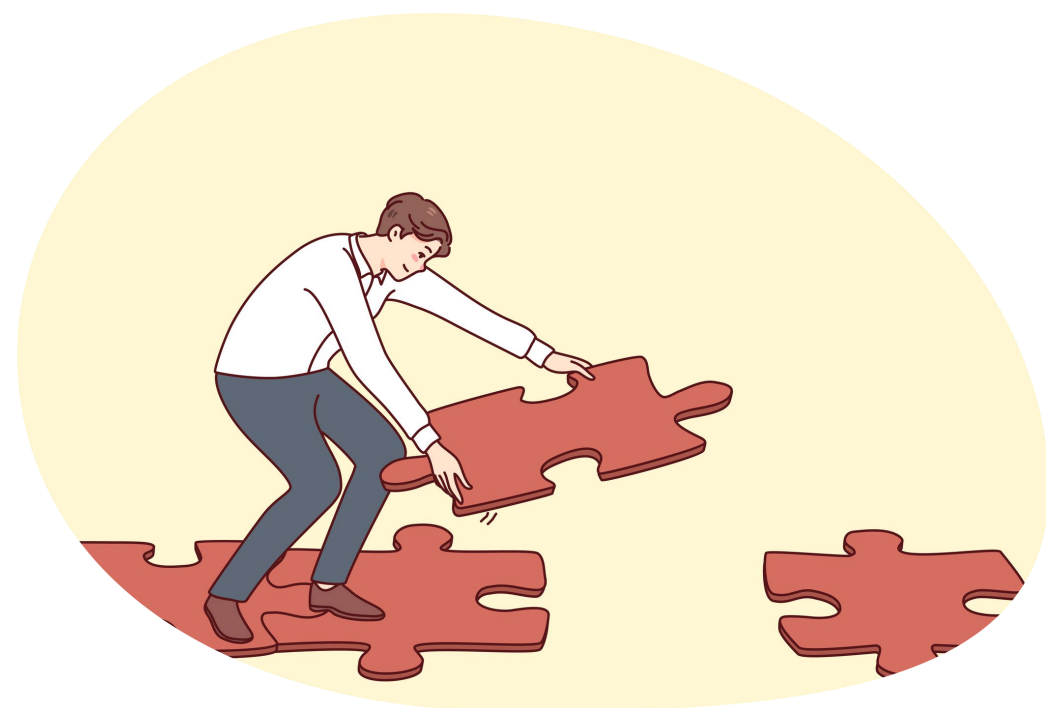
The number of patients expected to benefit from a new medical treatment.

Job creation figures resulting from the project's implementation.

Projected increase in users adopting an emerging technology.

Articulate Long-Term Impact:

Describe how the project's outcomes will continue to benefit stakeholders and society beyond its duration, ensuring sustainability and ongoing relevance.



\ k MDLGB@QSP M>QET >VP
QLT >OAP FJ M>@Q

Evaluation criterion (what is evaluated under section 2.1.):

Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from to the project.

Section 2.1. (Project's pathways towards impact) may be the most important sub-section describing the impact of the project.

HINT: Carefully study what is expected under this subsection, understand the evaluation criteria in that regard, and to attend to all the requirements.

Section 2.1. (Project's pathways towards impact) must address 3 sub-sections (even if they are not specifically mentioned as such in the proposal template; this is **what the evaluators assess, and your proposal must convincingly address all of them separately**)

2.1.1. THE PROJECT'S CRITICAL PATHWAYS TOWARDS OUTCOMES AND IMPACTS

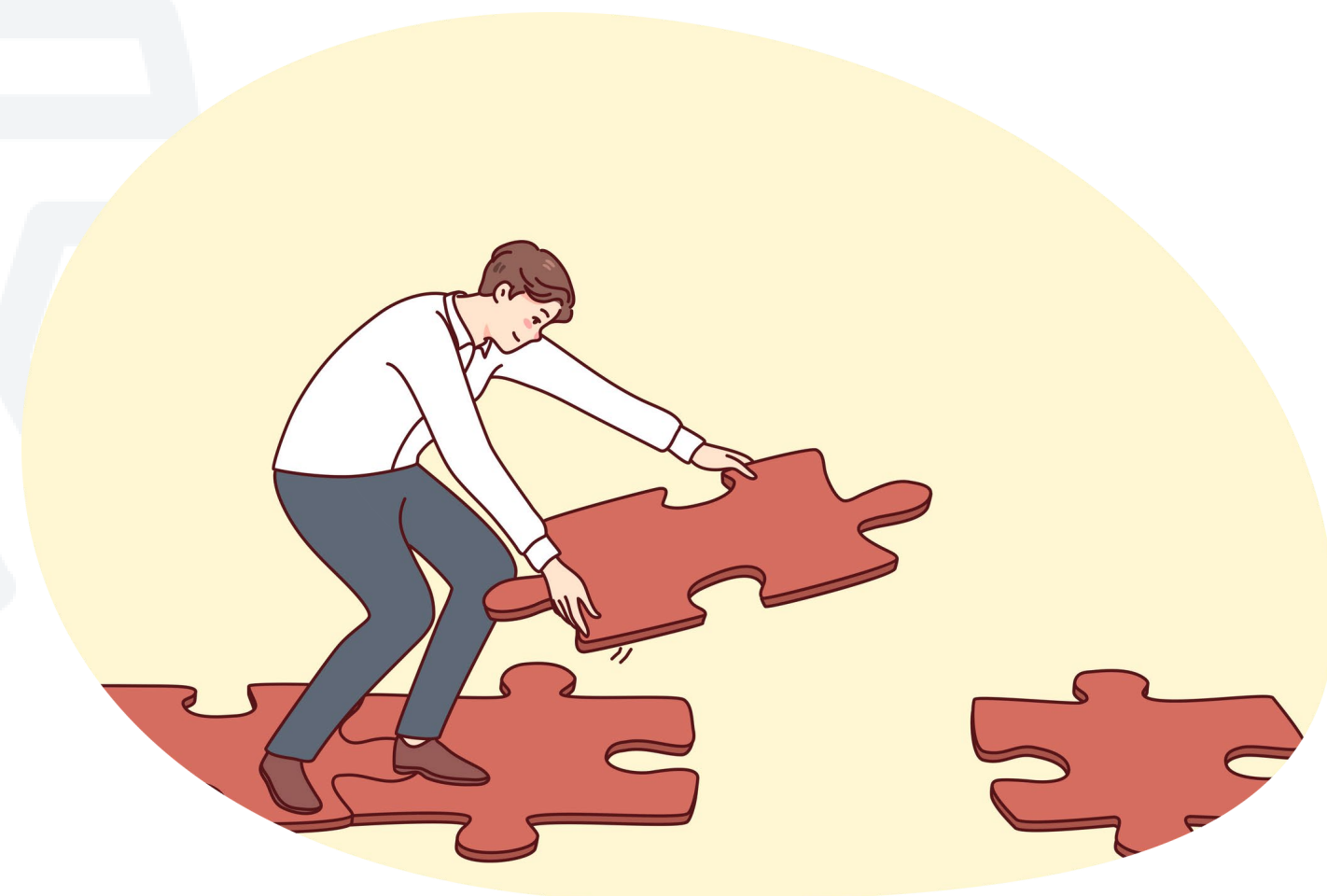
2.1.2. REQUIREMENTS AND POTENTIAL BARRIERS TO OUTCOMES AND IMPACTS

2.1.3. SCALE AND SIGNIFICANCE OF THE PROJECT'S CONTRIBUTION TO OUTCOMES AND IMPACTS

\ k k k Q E B M D L G B @ Q S P @ O F Q F @ I
M Q E T > V P Q L T > O A P L R Q @ L J B P
> K A F J M @ Q P

This sub-section is crucial for demonstrating the long - term significance of the project by outlining how its results will generate impact beyond the project's immediate scope and duration —**looking 10 years ahead**.

The goal is to present a clear, logical pathway from the project's activities and outputs to the expected outcomes and broader societal, economic, or technological impacts.



ABCDEFKD QEB @OFQF@ I M QET >V
QL FJ M @Q

A well-structured impact pathway should outline:

- ◆ **Activities** : What actions will be taken during the project (e.g., research, technology development, data collection)?
- ◆ **Outputs** : What tangible results will be produced (e.g., publications, prototypes, policy recommendations)?
- ◆ **Outcomes** : How will key stakeholders use the outputs (e.g., adoption by industry, integration into policies, clinical trials)?
- ◆ **Impacts** : What are the long-term effects on society, the economy, the environment, or technology (e.g., reduced carbon emissions, improved public health, new industry standards)?



EXPECTED LONG TERM IMPACT (10 YEARS AFTER THE PROJECT ENDS)

Q+,6 6&\$7,21 6+28/%'2\$86 21 +2: 7+&3 52-&\$76 5&68/76 : ,// \$217,18&72 \$5& 7&9! /8&#&<21%,76 %85! 7,21k@216,%&5 7+&'2//2: ,1(m

✓ P\$,&1 7,“ \$ F0 3! \$7m

◆ T ,// 7+&5&6& 5\$+ \$21 75,#8 7&72 ' 8 78 5& . 7+528(+6 25 \$5& 7&! '281% 7,21 '251& “&%6É

◆ T ,// ,7,1' /8&1 \$&'8 57+&5! \$! %&0 , \$ 5&6& 5\$+ 25/ & %72 1& '81%1(23325781,7,&6É

✓ B\$2120 , \$ d Q&\$+12/2(, \$! / F0 3! \$7m

◆ T ,// 7+&3 52-&\$75&68/7,1 3! 7&1 76n\$20 0 &5\$,! / 3 52%8 \$76n251& #86,1&66 0 2%&/6É

◆ @28/%,7(&1 &5! 7&6,(1,“ \$! 17\$2676! 9,1(6 25&\$2120 , \$ (52: 7+ Ñ&k kn-2# \$5& 7,21n3 52%8 \$7,9,7< (!,16n1& 0 ! 5. &76ÖÉ

✓ P2\$,&7! / d M2/, \$< F0 3! \$7m

◆ T ,// 7+&5&68/76 ,1' 250 1& 32/, \$,&6n5&(8/! 7,216n25,1%8 675< 67! 1% 5%6É

◆ E2: : ,// ,7! %8/5&66 . &< 62\$,&7! / \$+! // &1 (&6 Ñ&k kn\$,0 ! 7&\$+! 1(&n+& /7+ ,1&48! / ,7,&6n%(,7! / 75! 16' 250 ! 7,21ÖÉ

✓ B19,5210 &1 7! / d P867! ,1! #,/,7< F0 3! \$7m

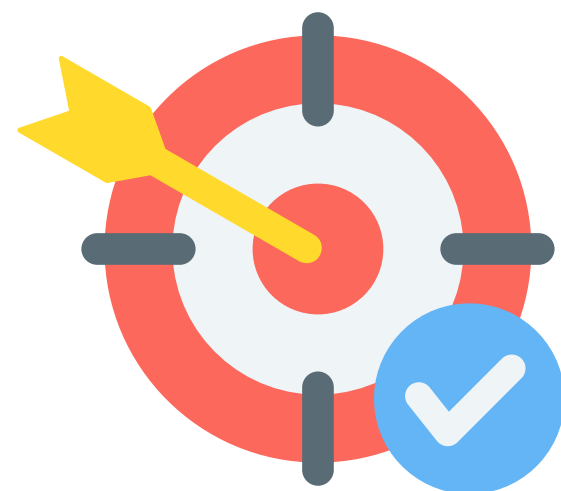
◆ T ,// ,7\$21 75,#8 7&72 7+&BR D5&&1 A& / 25 P867! ,1! #/ &A&9&/230 &1 7D2! /6É

◆ T ,// ,7%5,9&#&+! 9,25! / \$+! 1(&6n,0 3 529&5&6285\$&&“ \$,&1 \$<n253 520 27&5&1 & ! #/ &&1 &5(<! %237,21É

Q+&3 52(5&66,21 ' 520 ,0 0 &%! 7&3 52-&\$7
28 73 8 76 72 /21(f7&50 ,0 3! \$76 \$! 1 #&
%&6\$5,# &%7+52 8(+m

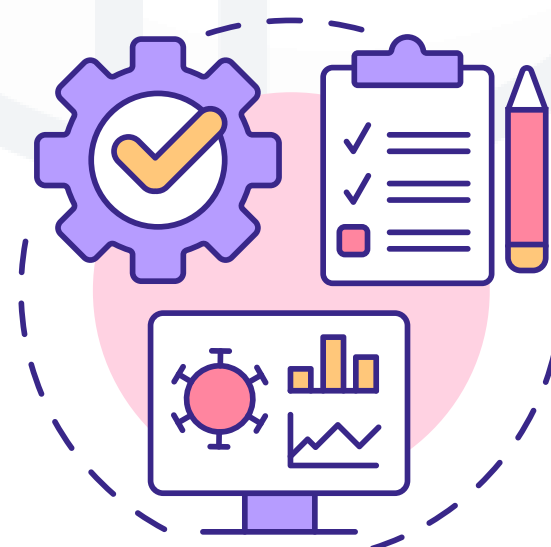
RESULTS

These are the direct outputs generated during the project, such as new knowledge, technologies, or methodologies.



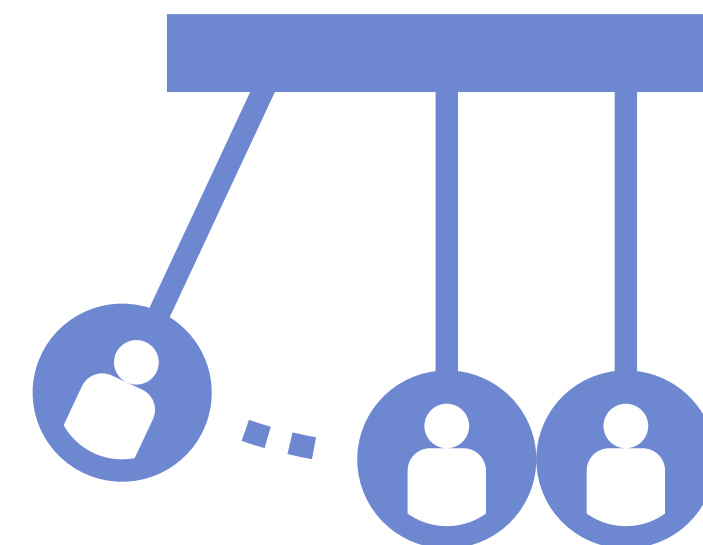
LRQ@LJ BP

J &%80 f7&50 &'&\$76 7+! 75&68/7
'520 7+&87/,=! 7,21 2' 7+&3 52-&\$76
5&68/76 #<67! . &+2/%&56n/&! %1(72
\$+! 1(&6 25#&1 &'76 ,1 63&\$,"\$
! 5&l 6k



IMPACTS

Long-term, widespread changes or benefits to society, the economy, or science, aligned with the broader objectives of Horizon Europe.



When drafting your proposal, it's essential to clearly delineate how your project's results will lead to desired outcomes and, ultimately, significant impacts.

How you can approach this:

FABKQFCV PMB@FCF@OBPRIQP

Detail the tangible outputs your project will produce.

LINK RESULTS TO OUTCOMES:

Explain how these outputs will be adopted or utilized by target groups, leading to measurable benefits.

MOLGB@QILKDFQBOJ FJ M@QP

Describe the broader, lasting changes anticipated as a result of the outcomes, aligning them with Horizon Europe's expected impacts.

Building the Pathway to Impact

You have a hypothetical scenario related to one of Horizon Europe's missions.

- P\$&1 ! 5,2 [mA&9&/23,1(! \$,5\$8/! 5
&\$2120 < 3/! 7 250 '25 85#! 1 : ! 67&
0 ! 1! (&0 &1 7k
- P\$&1 ! 5,2 \ m@5&1 7,1(>Ff3 2: &5&9%722/6
'25 &1 5/< \$! 1 \$&5 %&7&\$7,21k
- P\$&1 ! 5,2] mM/27,1(60 ! 57 &1 &5(< (5,%6
,1 \$/,0 ! 7&f1 &8 75! / \$,7,&6k

- Teams must create a **Critical Pathway to Impact** by completing the following steps:

i. Define Activities:

- List 3–5 key actions the project will take (e.g., research, technology development, stakeholder engagement).

ii. Identify Outputs:

- Describe the tangible results of these activities (e.g., prototypes, publications, policy recommendations).

iii. Outline Outcomes:

- Explain how key stakeholders will use the outputs (e.g., adoption by industry, integration into policies).

iv. Describe Impacts:

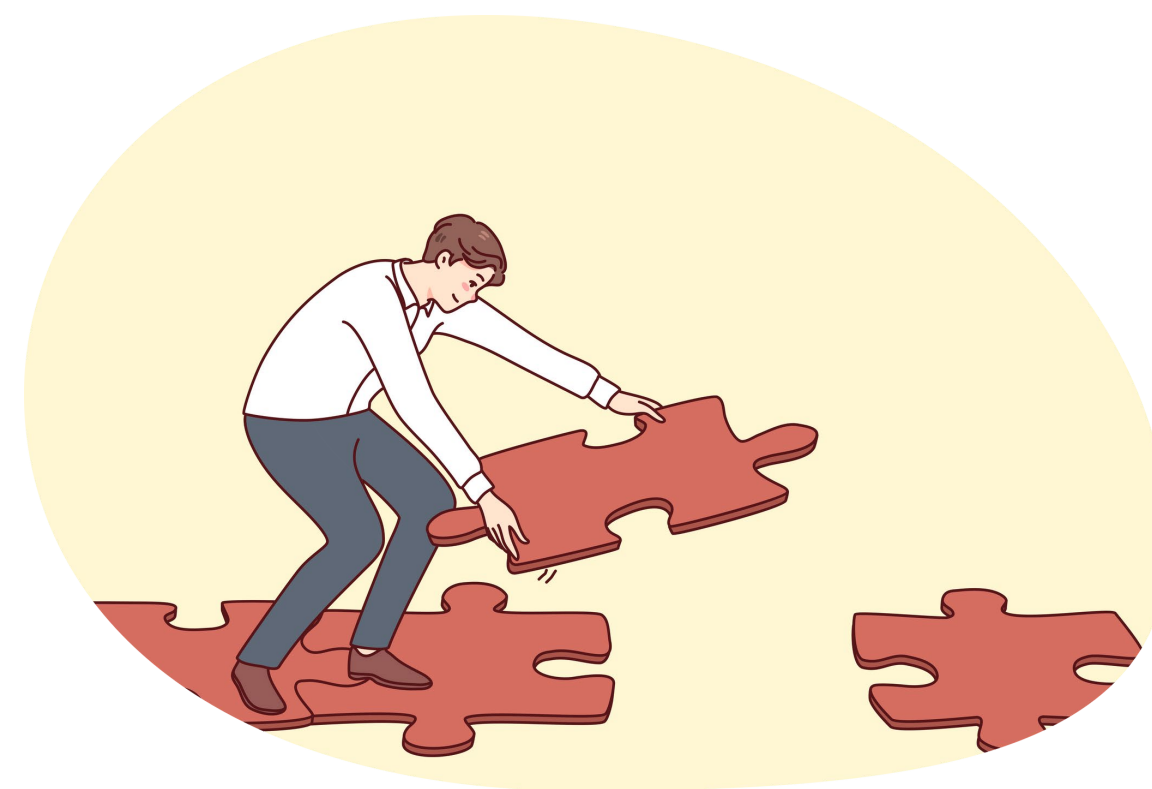
- Identify the long-term societal benefits (e.g., reduced carbon emissions, improved public health).

- N8 & 67,216m
 - $> 5 \times 7 + \&! \$7,9,7, \& 5 \& / ,67, \$! 1 \% ! \$ + , \& 9 ! \# / \& : , 7 + , 1 7 + \& 3 52 - \& \$ 77,0 \& / , 1 \& \acute{E}$
 - $A2 7 + \& 28 73 8 76 \% , 5 \& \$ 7 / < 5 \& 68 / 7 ' 520 7 + \& ! \$ 7,9,7, \& 6 \acute{E}$
 - $> 5 \& 7 + \& 28 7 \$ 20 \& 6 ! / , (1 \& \% : , 7 + 67 ! . \& + 2 / \% \& 5 1 \& \& \% 6 \acute{E}$
 - $> 5 \& 7 + \& , 0 3 ! \$ 76 0 \& 68 5 ! \# / \& ! 1 \% 0 \& 1,1 (' 8 / \acute{E}$
- Q2 2/6m
 - $R6 \& 67, \$. < 12 7 \& 6 72 : 5,7 \& \% 2 : 1 ! \$ 7,9,7, \& 6 n 28 73 8 76 n 28 7 \$ 20 \& 6 n ! 1 \% , 0 3 ! \$ 76 k$
 - $> 55 ! 1 (\& 7 + \& 67, \$. < 12 7 \& 6 , 1 ! ' / 2 : \$ + ! 57 ' 250 ! 7 72 9,68 ! / , = \& 7 + \& 3 ! 7 + : ! \< k$

USING BENCHMARKS, INDICATORS & ASSUMPTIONS

Q2 675&1 (7+&1 \$5&9/#,/,7<n7+&3 52-&\$7 6+28/%3 529,%&%d 7! f
%/5,9&1 -8 67,“ \$! 7,21 6m

- ◆ ? ! 6&/,1 &6mT +! 7,6 7+&\$8 55&1 7 6,78! 7,21 ÉÑ&k ln@L 9
&0 ,66,21 6 /&9&/6n%,6&1 6&3 5&9! /&1 \$&n0 ! 5. &7! %23 7,21
5! 7&6Ö
- ◆ ? &1 \$+0 ! 5. 6mT +! 7! 5&7+&,1 %8 675< 12 50 6 25
& 3 &\$7&%75&1 %6ÉÑ&k ln3 52-&\$7&%0 ! 5. &7 6,=&n&, 67,1(
68 \$\$&66 672 5,&6Ö
- ◆ >6680 3 7,21 6mT +! 7& 7&51! / ' ! \$72 56 \$28/%,1' /8&1 \$&
7+&,0 3! \$7ÉÑ&k ln3 2/, \$< 6833 257n7&\$+12/2(, \$! /
! %Ø! 1 \$&0 &1 76Ö



Strengthening Project Credibility in Horizon EU Proposals

e ∙ ∅≠ŽÄ4gñÍ Ý Ž†"/ À ŽÍ ∑s^ ∙Í ∑† ∑Σ34%ŽF Í ∼ÄÍ %6ÝÍ ∼ ∑≠†» †%∅ Ý" ∑Í Ě ≠Ä ∙ 6Ñ "Í Ý≠Σ' ŽÍ †%F ∑ / ∑Č- ÝΣ' ŽǺ % Ž«†Ž " Ž ∑%∅Ž« ∑%† ^ ∼Í ∅≠Ž† ≠ ∑≥À ÀǺČg∼«À F À» «∑^ À∅∅ Ž Ý≠ŽÝ À∅∅ † ≠Í ,, ^ ∑»À∅∅ ^ ∼Í ^ Í " † ∙ F Ǻ« ≥†Ž†Ĵ≥ ∼À4∅%Ÿ" ŽǺ ≠†ŽǺ % ĝ I% Ž Ý≠ŽǺ % ĝ

Ńg@%> † ~Σ>Σ^{3/4}%ŽF Í ~ÀÍ %o6 ÝÍ ^ Σ≠†>>gI≥Σ%žÀĆ† ;Ý%>À% Í ^ ^ Í ~ŽÝ%>žĆ ž«†ž†>À% F ž«ĆÍÝ †~Σ†Í ; À%žΣΣ'žg
ňgA†ž«Σ "Ý ^ Í ~žÀ% ≥†ž†g %†>ĆΣž«Σ≠Ý~Σ%ž" žY†žÀ %o†%> ^ Í žΣ%žÀ> À ^ †≠žÍ ; ž«Σ ^ ~Í >≠žg
Ůg %>F Σ ž«Σ ;Í >>Í F À% /ΣĆ ^ ÝΣ" žÀ %>g

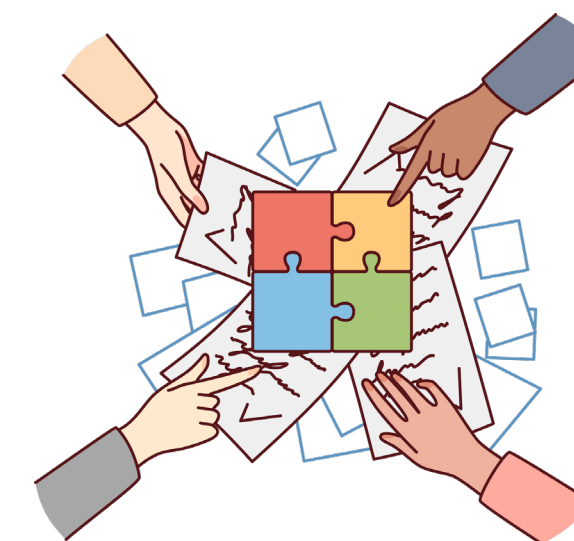
- ◆ $+ \dagger'' \sum \dot{\mathbb{A}}_{\infty} \dot{\Sigma}' \dot{g} \dot{e} \ll \dagger \check{Z} \dot{A} \check{Z} \ll \Sigma \neq \dot{Y} \sim \Sigma \% \check{Z}'' \check{A} \dot{Y} \dagger \check{Z} \dot{A} \% \mathbb{H} \geq \Sigma \% \check{Z} \dot{A} \dot{C} \sim \Sigma \Sigma^3/4 \dot{\Sigma} \% \check{Z} \dot{A}_{\infty} \dot{A} \neq \dagger \check{Z} \sim'' \dot{Y} \neq \ll \dagger'' \dot{g}$
- $, e \circ \Sigma, \dot{A}'' \check{A} \%'' \succ \Sigma^3/4 \dot{\Sigma}''$
 - $2 \dot{A} \Sigma \dagger'' \Sigma^{\wedge} \sim \Sigma^3/4 \dot{\dagger} \succ \Sigma \% \neq \Sigma$
 - $\wedge \dagger \sim / \Sigma \check{Z} \dagger \geq \dot{I}^{\wedge} \check{Z} \dot{A} \%'' \dagger \check{Z} \dot{\Sigma}' \dot{I} ; \% \dot{\Sigma} \mathbb{F} \check{Z} \dot{\Sigma} \neq \ll \% \dot{I} \succ \dot{I} - \dot{A} \dot{\Sigma}'$
- $6 \S \dot{A} \check{Z} \dot{A}_{\infty}'' \ddot{\dagger} \sim \dot{A} \dot{\Sigma}'' \dot{A}_{\infty} \dot{Z} \ll \Sigma \check{e} \Sigma \geq$

[illegible]

- $p \neg \text{Í} \nabla \neq \check{Z} \geq \text{,,} \dagger \neg \Sigma \check{Z} \text{''} \text{À} \Sigma \text{Í} \sim \text{''} \Sigma \neq \check{Z} \sim \neg \text{Í} \text{F} \check{Z} \ll$
- $6 \S \text{À} \check{Z} \text{‰} \text{''} \text{Ý} \neq \Sigma \text{''} \text{''} \check{Z} \sim \text{À} \text{''} \dagger \text{‰} \underline{\text{e}} \text{''} \Sigma \text{''} \check{Z} \wedge \neg \dagger \neq \check{Z} \text{‰} \Sigma \text{''}$
- $6 \check{N} \text{Í} \sim \neg \text{Í} \text{''} \dagger \triangleright \text{‰} \underline{\text{e}} \text{''} \text{Ý} \text{''} \check{Z} \text{Ć} \text{''} \check{Z} \text{‰} \dagger \neg \geq \text{''}$

- ◆ " " Ÿ,, ^ ŽĀ %gē «†ŽΣΣŽΣ %† ›;†≠ŽĪ ~" ≠Í Ÿ≥ ÀŁÍ ŸΣ%≠ΣŽΣ ^ ~Í ∇≠ŽĪ À ^ †≠ŽĪH %† ›ĆΣg
- pÍ ›ÀĆ;~†,, ΣF Í ~/" †%∇ ~Σ~Ÿ†ŽĪ ~Ć≥Σ³/4∇Í ^ ,, Σ%Ž'
 - ~Σ≠«%Í ›Í -À†› †≥³/4†%≠Σ, Σ%Ž' Í ~ ≥À~Ÿ ŽĀ %"
 - wÍ ≠Ā Σ≠Í %Í ,, À††≠ŽĪ ~" †ε Σ≠ŽĀ%~ À ^ ›Σ,, Σ%Ž† ŽĀ %

TEAM WORK



Example: Horizon Europe Call: "EIC Pathfinder Challenge: Mid to long term and systems integrated energy storage"

Baseline: Current energy storage technologies face efficiency limitations, high costs, and sustainability concerns. As of 2023, energy storage systems are deployed in less than 10% of renewable energy projects, and long -duration storage solutions remain underdeveloped.

- Benchmark: Market studies indicate a growing demand for energy storage, with a projected global market size of €620 billion by 2040. The European Commission has set ambitious targets under the European Green Deal to increase storage capacity, with funding dedicated to innovative energy storage solutions.
- Assumptions: Advances in materials science and electrochemistry will improve storage efficiency and durability. However, market adoption will depend on regulatory support, energy policy incentives, and breakthroughs in cost reduction for scalable deployment.



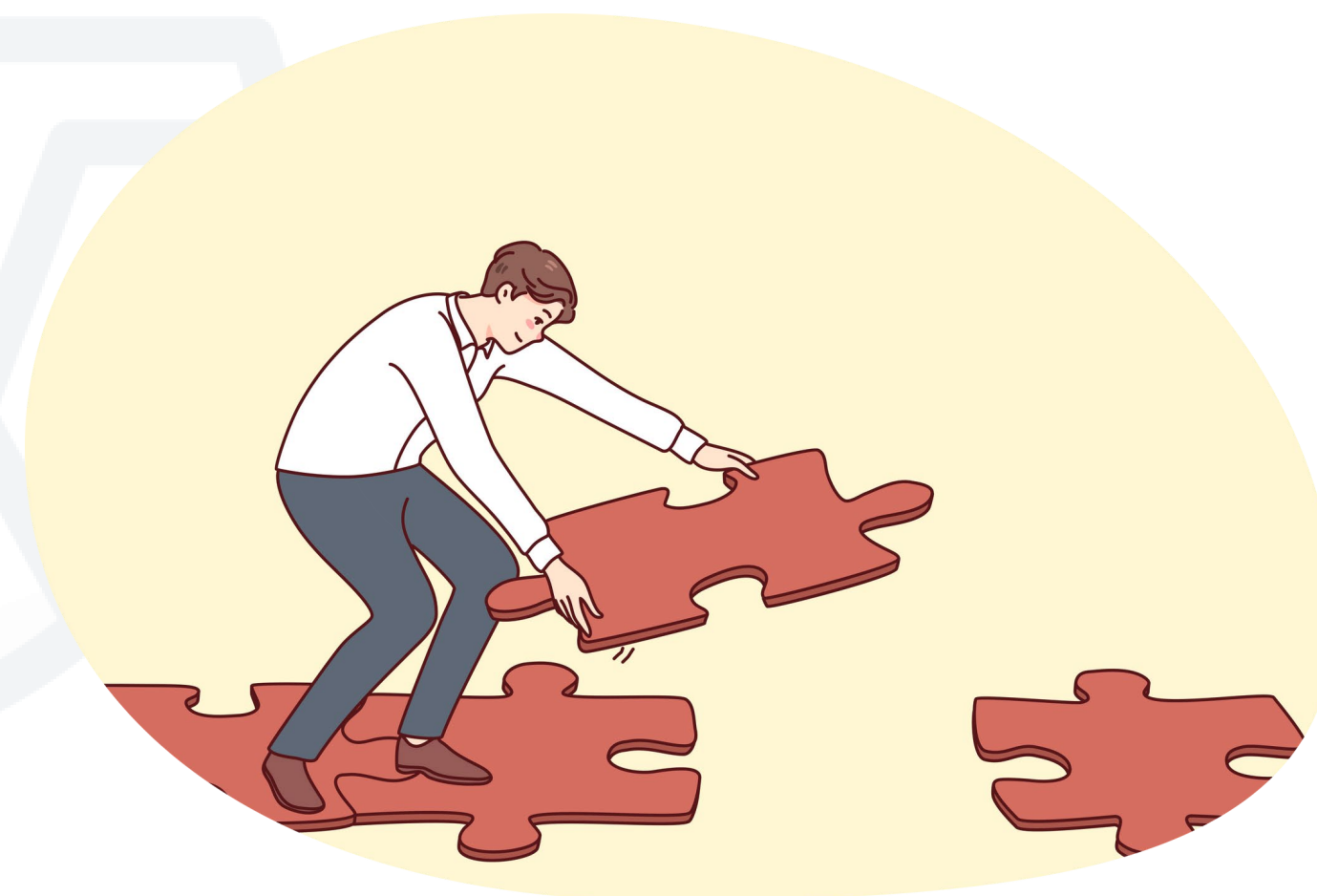
STAKEHOLDER ENGAGEMENT & UPTAKE STRATEGY

B1685,1(/21(f7&50 ,0 3! \$75&48,5&6 67! . &+2/%&5
,192/9&0 &1 7kQ+,6 \$28/%,1\$/8%&m

- ◆ @2//! #25! 7,216: ,7+ ,1%8675<'25\$20 0 &5\$,!/ ,=! 7,21
- ◆ B1(! (&0 &17: ,7+ 32/,\$<0 !. &56 72 ,1'/8&1 \$&
5&(8/! 7,216
- ◆ M 571&56+,36: ,7+ KDL 6 2538#/, \$ #2%,&6 '25#52! %&5
! %237,21

E2: 72 %&0 21675! 7&837! . &É

- ✓ I&77&56 2' ,17&17'520 . &< 67! . &+2/%&56
- ✓ M! 16'2532/,\$<,17&(5! 7,21
- ✓ P75! 7&(,&6 '25. 12: /&% &%66&0 ,1! 7,21



$A^{-1} Y^{\wedge} \hat{e} \hat{I} \sim / \neq \check{Z} \check{A} / \check{A} \check{C} g w \check{Z} \dagger / \sum \ll \hat{I} \gg \geq \sum 6 \% \bar{o} \dagger \neg \Sigma, \Sigma \% \check{Z} \hat{W}$
 $\tilde{N}^{\wedge} \check{Z} \dagger / \sum w \check{Z} \dagger \check{Z} \Sigma \neg \check{C}$

e " $\Sigma \neq \check{Z} \check{A} / \check{A} \check{C} g \tilde{N} \% \Sigma "$ $\check{Z} \dagger \% \check{A} \bar{o} \ll \hat{I} F \check{Z} \Sigma \% \hat{Y} \Sigma \check{Z} \ll \Sigma \gg \hat{I} \% \bar{o} \hat{J} \check{Z} \Sigma "$, $\check{A} \hat{\sim} \dagger \neq \check{Z} \hat{I} ; \dagger F \hat{I} \sim \check{A} \hat{I} \% \bar{o} \hat{Y} \hat{I}^{\wedge} \Sigma^{\wedge} \sim \hat{I} \Sigma \neq \check{Z}$
 $\check{Z} \ll \hat{I} Y \neg \ll \Sigma \check{e} \Sigma \neq \check{Z} \check{A} / \check{A} \check{C} "$ $\check{Z} \dagger / \sum \ll \hat{I} \gg \geq \sum \Sigma \% \bar{o} \dagger \neg \Sigma, \Sigma \% \check{Z} \dagger \% \check{A} \hat{Y} \check{Z} \dagger / \Sigma "$ $\check{Z} \dagger \check{Z} \Sigma \neg \check{A} "$ $\hat{g}$

$I \% \check{Z} \hat{Y} \neq \check{Z} \check{A} \% \hat{g}$

$\check{N} g \geq \Sigma \% \check{Z} \check{A} \check{C} \sim \Sigma \Sigma \dagger \% \check{Z} "$ $\check{Z} \dagger / \sum \ll \hat{I} \gg \geq \Sigma "$ $\hat{g} + \dagger "$ $\Sigma \geq \hat{I} \% \check{Z} \ll \Sigma F \hat{I} \sim \check{A} \hat{I} \% \bar{o} \hat{Y} \hat{I}^{\wedge} \Sigma \neq \dagger \gg \check{C} \hat{I} Y "$ $\Sigma \Sigma \neq \check{Z} \geq \hat{G} \Sigma \check{Z} \Sigma "$, $\check{A} \bar{o} \Sigma$
 $/ \Sigma \check{C} "$ $\check{Z} \dagger / \sum \ll \hat{I} \gg \geq \Sigma "$ $\hat{G} \hat{Y} \neq \ll \dagger "$ $\check{A} \bar{o} \hat{Y} "$ $\check{Z} \check{C}^{\wedge} \dagger \sim \check{Z} \% \Sigma "$ $\hat{G} \hat{I} \gg \check{A} \check{C} "$, $\dagger / \Sigma "$ $\hat{G} _ Ae "$ $\check{G} \hat{\sim}^{\wedge} \hat{Y} \cdot \gg \check{A} \sim \hat{I} \geq \check{A} "$ $\hat{g}$
 $\check{n} \hat{g} \% \dagger \check{C} \sim \Sigma \Sigma \% \bar{o} \dagger \neg \Sigma, \Sigma \% \check{Z} "$ $\check{Z} \dagger \check{Z} \Sigma \neg \check{A} "$ $\hat{g} F \hat{I} F F \check{A} \check{Z} \ll \Sigma "$ $\Sigma "$ $\check{Z} \dagger / \sum \ll \hat{I} \gg \geq \Sigma "$ $\sim \Sigma \check{A} \bar{o} \hat{I} \gg \geq \check{Z} \Sigma \% \hat{Y} \Sigma^{\wedge} \sim \hat{I} \Sigma \neq \check{Z}$
 $" \hat{Y} \neq \Sigma "$ H

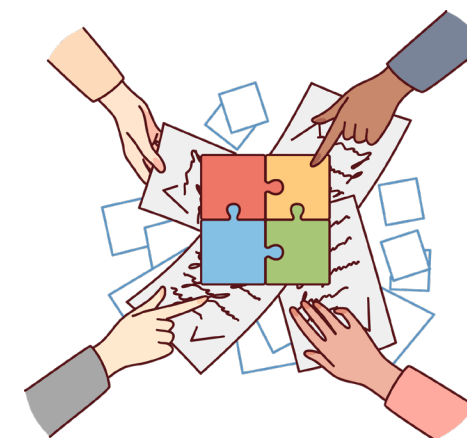
$\check{O} \hat{g} \% F \Sigma \check{Z} \ll \Sigma ; \hat{I} \gg \hat{I} F \check{A} \bar{o} / \Sigma \check{C} \sim \hat{Y} \Sigma "$ $\check{Z} \check{A} \% \hat{g}$

$\hat{o} \hat{g} \blacklozenge F \hat{I} F F \check{A} \check{Z} \ll \Sigma^{\wedge} \sim \hat{I} \Sigma \neq \check{Z} \neq \hat{I} \gg \dagger "$ $\hat{I} \sim \dagger \check{Z} \Sigma F \check{A} \ll \check{A} \bar{o} \hat{Y} "$ $\check{Z} \check{C} ; \hat{I} \sim \neq \hat{I} "$, $\Sigma \neq \check{A} \gg \check{A} \dagger \check{Z} \check{A} \% H$ $\blacklozenge F \hat{I} F F \check{A}$
 $\hat{\sim} \hat{I} \gg \check{A} \check{C} "$, $\dagger / \Sigma "$ $\sim \Sigma \Sigma \% \bar{o} \dagger \neg \Sigma \geq \check{Z} \check{A} \bar{o} \hat{Y} \Sigma \% \neq \Sigma \sim \Sigma \neg \hat{Y} \dagger \check{Z} \check{A} \% H$ $\blacklozenge F \hat{I} F F \check{A}^{\wedge} \dagger \sim \check{Z} \% \Sigma "$ $\ll \check{A} "$ $F \check{A} \ll _ Ae "$ $\hat{I} \sim$
 $\hat{\sim} \hat{Y} \cdot \gg \check{A} \sim \hat{I} \geq \check{A} "$ $" \hat{Y}^{\wedge} \hat{I} \sim \check{Z} \sim \hat{I} \dagger \geq \Sigma \dagger \geq \hat{I}^{\wedge} \check{Z} \check{A} \% H$

$2 \Sigma, \hat{I} \% \check{Z} \dagger \check{Z} \check{A} \bar{o} \tilde{N}^{\wedge} \check{Z} \dagger / \Sigma \hat{g}$

- ✓ $X \Sigma \check{Z} \check{Z} \Sigma "$ $\hat{I} ; \check{A} \bar{o} \check{Z} \Sigma \% \check{Z} ; \hat{I} "$, $/ \Sigma \check{C} "$ $\check{Z} \dagger / \sum \ll \hat{I} \gg \geq \Sigma "$
- ✓ $p \gg \dagger \% \hat{I} \sim^{\wedge} \hat{I} \gg \check{A} \check{C} \check{A} \bar{o} \check{Z} \Sigma \neg \dagger \check{Z} \check{A} \% \bar{o}$
- ✓ $w \check{Z} \dagger \check{Z} \Sigma \neg \check{A} "$ $;\hat{I} \sim / \% \hat{I} F \gg \Sigma \neg \Sigma \geq \check{A} "$ $\Sigma, \check{A} \bar{o} \dagger \check{Z} \check{A} \% \bar{o}$

TEAM
WORK



- **Industry Collaboration:** Partnering with battery manufacturers and grid operators to commercialize new storage technologies.
- **Policy Engagement:** Working with EU policymakers to align with the European Green Deal and energy storage regulations.
- **Public & NGO Partnerships:** Collaborating with environmental NGOs to promote public awareness and encourage adoption of sustainable energy solutions.
- **Demonstrating Uptake** : Letters of intent from industry leaders, a white paper on policy recommendations, and participation in international energy conferences to disseminate findings.

T E>QJ >HBP > PQOLKD @OFQF@I
M>QET >VÄ

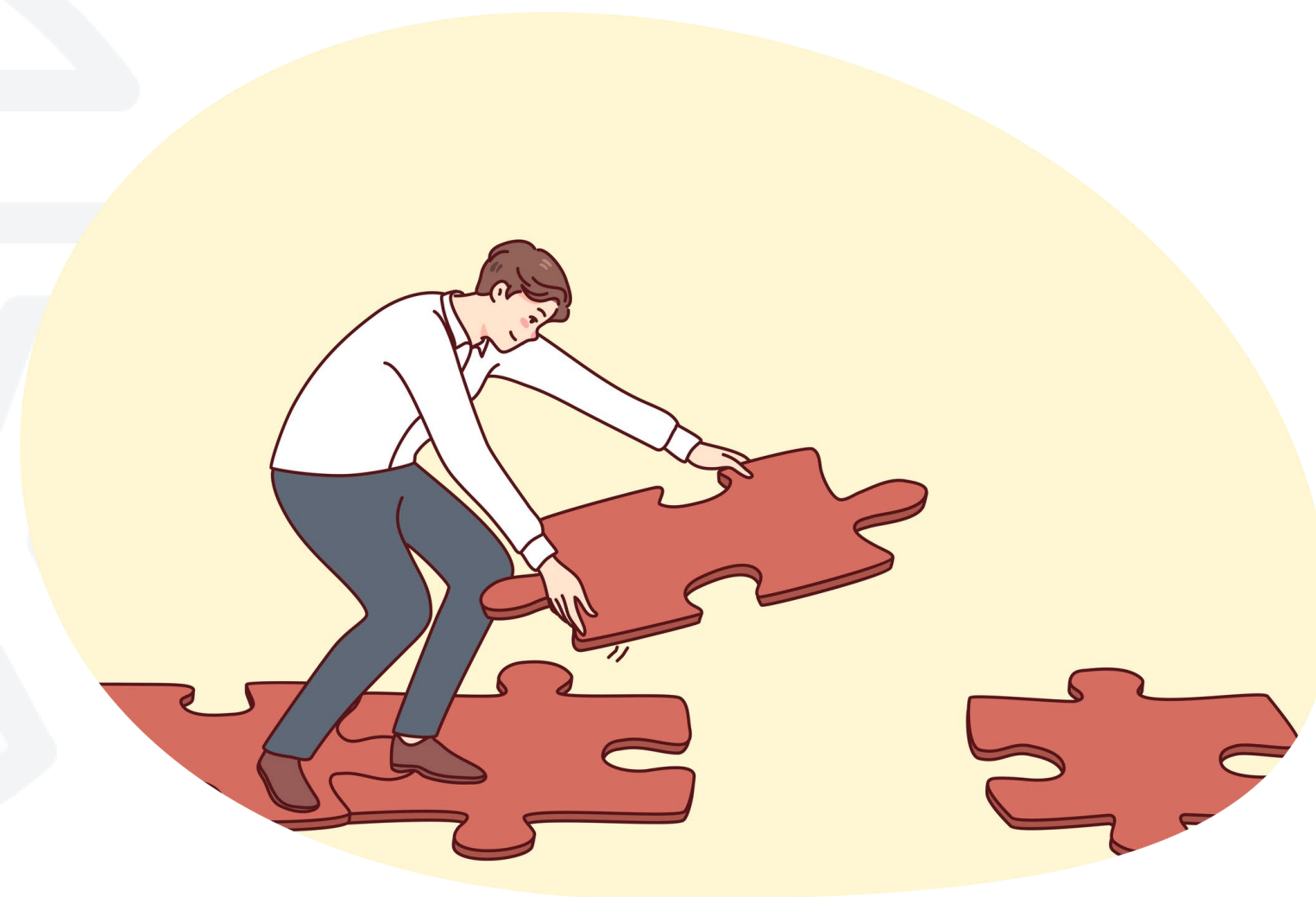
> \$20 3&//,1(1! 55! 7,9&,1 7+,6 6&\$7,21 6+28/%m

✓ A&0 21675! 7&\$! 86! /,7<h E2: ! \$7,9,7,&6 /& %72
0 & 685! #/&,0 3! \$7

✓ M529,%&&9,%&1 \$&h R6&% 7! n3 52-&\$7,21 6n! 1%5& /f
: 25/%#&1 \$+0 ! 5. 6

✓ P+2: 6\$! /! #,/,7<h B; 3/! ,1 +2: 7+&5&68/76 \$! 1 (52:
#&<21%7+&3 52-&\$76 %85! 7,21

✓ >%8/5&66 5,6. 6 h >\$. 12: /&% &#! 55,&56 ! 1%3 52326&
0 ,7,(! 7,21 675! 7& ,&6



1. RESULTS & OUTCOMES

(FROM THE TOPIC)

THE PROGRESSION FROM IMMEDIATE PROJECT OUTPUTS TO LONG-TERM IMPACTS:

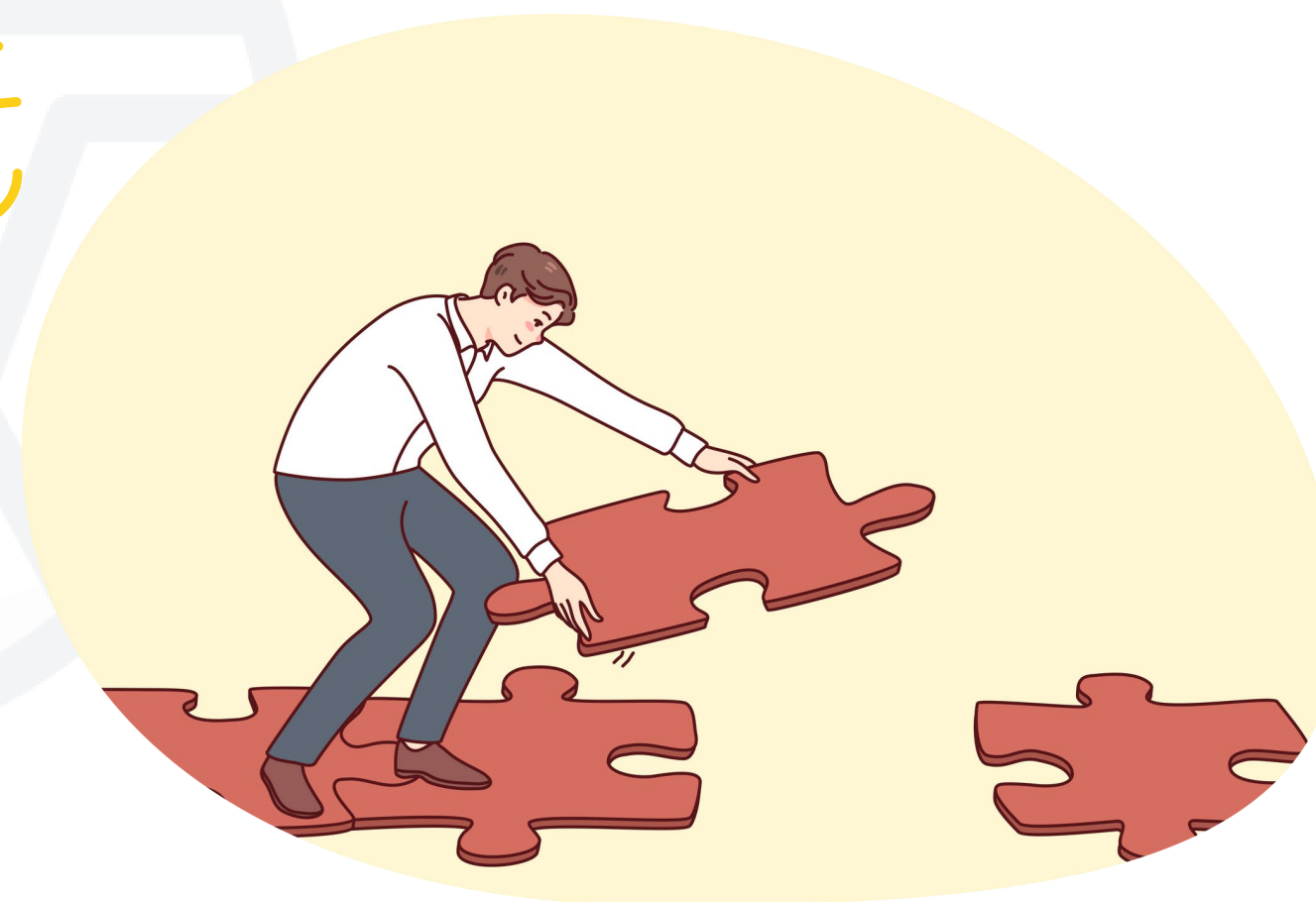
Include a narrative explaining how the project's results are expected to contribute towards EACH of the outcomes (TOPIC EXPECTED OUTCOMES).

Tip: Here, you should be very specific, referring to the effects of your project, and not R&I in general in this field. Use KPIs.

QUICK TIPS



Indicate very clearly the target groups that would benefit if the outcomes were to be achieved. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project. NB. These target groups should be included in the consortium (end-users).



s Σ' Ý>Ž' Ŵe ÝŽ≠Í,, Σ'

e " ∅≠ŽÀ4gÑ%∅Σ" Ž†%∅À∅∅ «Í F Ž ,, †^ Ž«Σ^ ~Í~Σ" Å%∅~Í,, À ,, Σ≥ÀŽΣ^ ~Í ∅≠ŽÍ ÝŽ ÝŽ Ž
>Í %∅~ÍŽΣ,, À ^ †≠Ž À∅F Í~ÀÍ %∅6ÝÍ^ Σ^ ~Í^ Í" †>" ĝ

I% Ž Ý≠ŽÅ % ĝ

Ňg≥Σ%ŽÀC/ ΣC^ ~Í ∅≠Ž~Σ' Ý>Ž ĝê «†ŽŽ†%∅À>ΣÍ ÝŽ≠Í,, Σ' F À Ž«Σ^ ~Í ∅≠Ž~Σ%∅†ŽΣ À∅Ž«Σ
" «Í~ŽŽΣ,, H

ňĝ %†>CΣŽ«Σ,, ÀĴΣ,, ΣεΣ≠Ž ĝFÍ F F À Ž«Σ' Σ~Σ' Ý>Ž ≠Í %Ž À ÝŽΣŽ " ~Í †≥Σ À∅Ý' Ž ÓĜ
^ Í>ÀÓĜ~" Í≠ÀŽ†>≠«†%∅Σ' H

ÖgΣ' ≠À ΣŽ«Σ>Í %∅~ÍŽΣ,, À ^ †≠Žĝê «†ŽŽ†%∅;Í~, †ŽÀ4ΣεΣ≠Ž ≠Í Ý> Ž«À^ ~Í ∅≠Ž«†³/₄Σ À∅
Ňh %CΣ†~" H

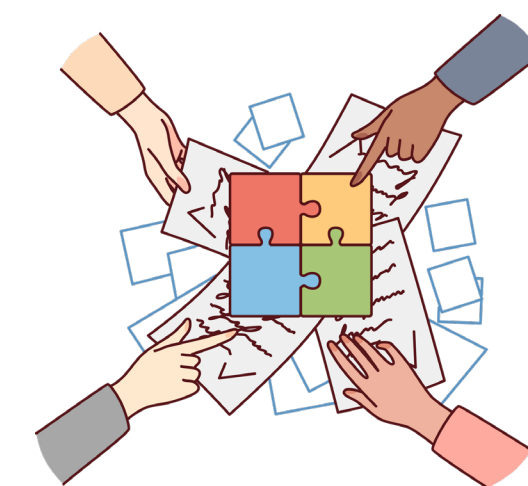
VΣC_r ÝΣ' ŽÅ % ĝ

Ňĝ «†Ž†~ΣŽ«ΣÀ ,, Σ≥ÀŽΣÍ ÝŽ ÝŽ Í; Ž«Σ^ ~Í ∅≠ŽHΣĝ-ĝĜ ~Í Ž ŽC Σ' ĜΣΣ†≠« ^ Ý' >À†ŽÅ %Ĝ
≥†Ž†" ΣŽ' Ĝ ÁÍ ŽÀ ^ >Σ, Σ%Ž†ŽÅ %!

ňĝFÍ F F À Ž«Σ' ΣÍ ÝŽ ÝŽ >Σ†≥ Ž ,, ÀĴΣ,, Í ÝŽ≠Í,, Σ' HΣĝ-ĝĜÀ%≠Σ†" Σ≥ À∅Ý' Ž C†≥Í^ ŽÅ %Ĝ
À ^ ~Í³/₄Σ≥ ~Σ~Ý†Ž~C;†,, ΣFÍ~/ "ĜÝŽ«Σ s Ŵ2 ;Ý%∅À∅!

Öĝ «†ŽÍ %∅~ÍŽΣ,, À ^ †≠Ž ≠†%∅ ΣΣs^ Σ≠Ž≥HΣĝ-ĝĜ, †~/ ΣŽŽ†%∅;Í~, †ŽÅ %Ĝ Í>ÀC" «ÀŽ Ĝ
~Í" †>" Ý' Ž†À∅" ÀÀCÀ ^ ~Í³/₄Σ, Σ%Ž!

**TEAM
WORK**



IDEAS

Unique contribution of [the name of my project] to the call topic outcomes:

Accelerating climate resilience and adaptation through innovative mitigation strategies, stakeholder collaboration, and data-driven decision-making. In the medium term, to support policymakers, industries, and communities in reducing carbon emissions and enhancing sustainability practices.

Explain how your project directly contributes to climate change mitigation or adaptation.

Highlight the role of key partners in achieving this impact.

Reference EU Green Deal, Paris Agreement, or other relevant policy frameworks.

Use figures, such as projected CO₂ reduction, energy efficiency improvements, or number of stakeholders engaged, to demonstrate impact.



- $I, ,, \sum \geq \hat{A} \check{Z} \Sigma e \text{ } \acute{Y} \check{Z} \text{ } \acute{Y} \check{Z}' \text{ } \dot{g} 2 \text{ } \Sigma^3/4 \rangle \acute{I} \wedge ,, \Sigma \% \check{Z} \acute{I} \text{ } ; \text{ } \dagger \text{ } \% \acute{b} \text{ } ^3/4 \Sigma \rangle \text{ } \cdot \text{ } \dagger \check{Z} \check{Z} \Sigma \text{ } \acute{C} \wedge \text{ } \sim \acute{I} \text{ } \check{Z} \text{ } \check{Z} \acute{C} \wedge \Sigma F \text{ } \check{A} \check{Z} \ll \text{ } \acute{A} \text{ } \wedge \text{ } \sim \acute{I} \text{ } ^3/4 \Sigma \geq \Sigma \% \Sigma \neg \acute{C}$
 $\geq \Sigma \% \text{ } \check{A} \check{C} \text{ } \dagger \% \check{e} \text{ } \sim \Sigma \neq \acute{C} \neq \rangle \dagger \text{ } \cdot \text{ } \acute{A} \check{A} \check{C} \hat{g}$
- $\wedge \text{ } \hat{A} \hat{J} \sim \Sigma ,, \text{ } e \text{ } \acute{Y} \check{Z} \neq \acute{I} ,, \text{ } \Sigma' \text{ } \dot{g} I \% \check{e} \text{ } \acute{Y}' \text{ } \check{Z} \text{ } \acute{C} \wedge \text{ } \dagger \text{ } \sim \check{Z} \% \Sigma \text{ } \ll \text{ } \acute{A} \text{ } \text{ } ; \acute{I} \text{ } \sim \text{ } \wedge \text{ } \acute{A} \acute{I} \text{ } \check{Z} \check{Z} \Sigma' \text{ } \check{Z} \text{ } \acute{A} \% \text{ } \check{G} \text{ } \acute{A} \% \neq \text{ } \Sigma \dagger \text{ } \text{ } \Sigma \geq \text{ } ; \acute{Y} \% \check{e} \text{ } \acute{A} \% \text{ } ; \acute{I} \text{ } \sim \text{ } \text{ } \neq \dagger \text{ } \rangle \acute{A} \% \text{ } \acute{Y}' \text{ } \wedge \text{ } \sim \acute{I} \geq \acute{Y} \neq \check{Z} \acute{A} \% \check{G} \dagger \% \check{e} \text{ } \neq \acute{I} \% \check{Z} \text{ } \acute{A} \text{ } \acute{Y} \check{Z} \acute{A} \% \text{ } \check{Z} \text{ } 6 \check{N} \wedge \text{ } \acute{I} \text{ } \rangle \acute{A} \acute{C} \sim \Sigma \neq \acute{I} ,, ,, \Sigma \% \check{e} \text{ } \dagger \check{Z} \acute{A} \% \text{ } \acute{I} \% \text{ } \dagger \check{Z} \check{Z} \Sigma \text{ } \acute{C} \check{Z} \Sigma \neq \ll \% \acute{b} \text{ } \rangle \acute{I} \neg \acute{C} \hat{g}$
- $X \acute{I} \% \text{ } \hat{J} \sim \Sigma ,, \text{ } I, \text{ } \wedge \text{ } \dagger \neq \check{Z}' \text{ } \dot{g} \hat{e} \text{ } \acute{A} \Sigma \text{ } \wedge \text{ } \sim \Sigma \dagger \geq \text{ } \dagger \geq \acute{I} \wedge \text{ } \check{Z} \acute{A} \% \acute{b} \text{ } ; \text{ } \text{ } \acute{Y}' \text{ } \check{Z} \dagger \text{ } \acute{A} \% \dagger \text{ } \text{ } \rangle \Sigma \Sigma \% \Sigma \neg \acute{C} \text{ } \check{Z} \text{ } \sim \dagger \neg \Sigma \text{ } \acute{I} \text{ } \rangle \acute{Y} \check{Z} \acute{A} \% \text{ } \check{G} \text{ } \Sigma \geq \acute{Y} \neq \Sigma \geq$
 $\sim \Sigma \rangle \acute{A} \% \neq \Sigma \acute{I} \% \text{ } \acute{I} \text{ } \text{ } \text{ } \acute{A} \text{ } ; \acute{Y} \Sigma \rangle \text{ } \check{G} \dagger \% \check{e} \text{ } \dagger \text{ } \rangle \acute{A} \% \text{ } \Sigma \% \check{Z} F \text{ } \check{A} \check{Z} \ll \text{ } 6 \check{N} \neq \rangle \acute{A} \text{ } \dagger \check{Z} \Sigma \check{Z} \dagger \sim \neg \Sigma \check{Z}' \text{ } \hat{g}$

Why are KPIs Important?



H< M&5 2 50 ! 1 \$&F1 %,\$! 7256 #5,% &7+&(! 3 #&7: &&1
3 52-&\$72873876 ! 1%! \$78! / ,0 3! \$7k

Q+< 3 529,%&0 &1 685! #/&#&1 \$+0 ! 5. 6 7+! 76+2: \$! 6&
+2: : &/! 3 52-&\$7%&,9&56 21 ,76 & 3&\$7&%287\$20 &6k



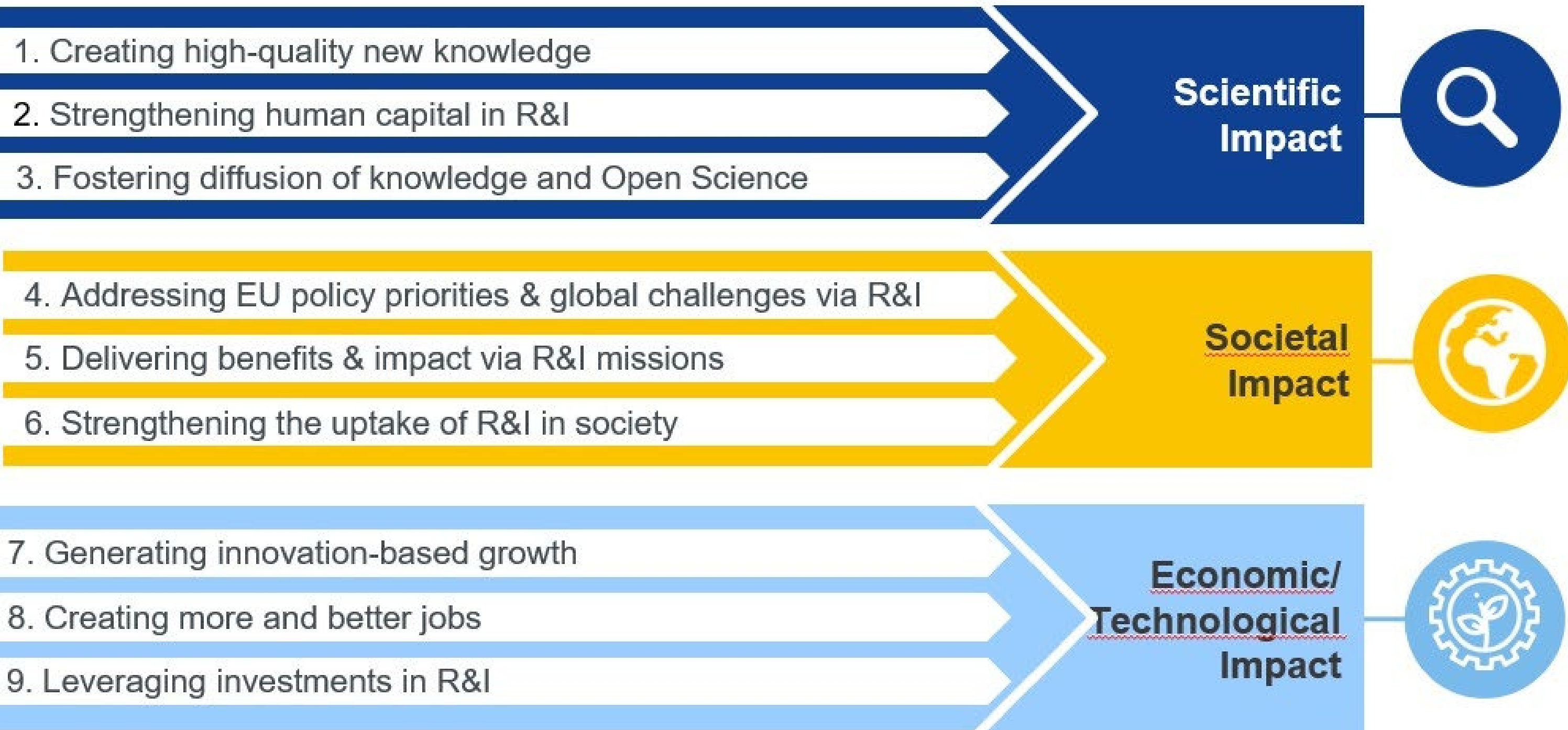
Types of KPIs & Their Role

IMPACT DESIGN IN HORIZON EUROPE

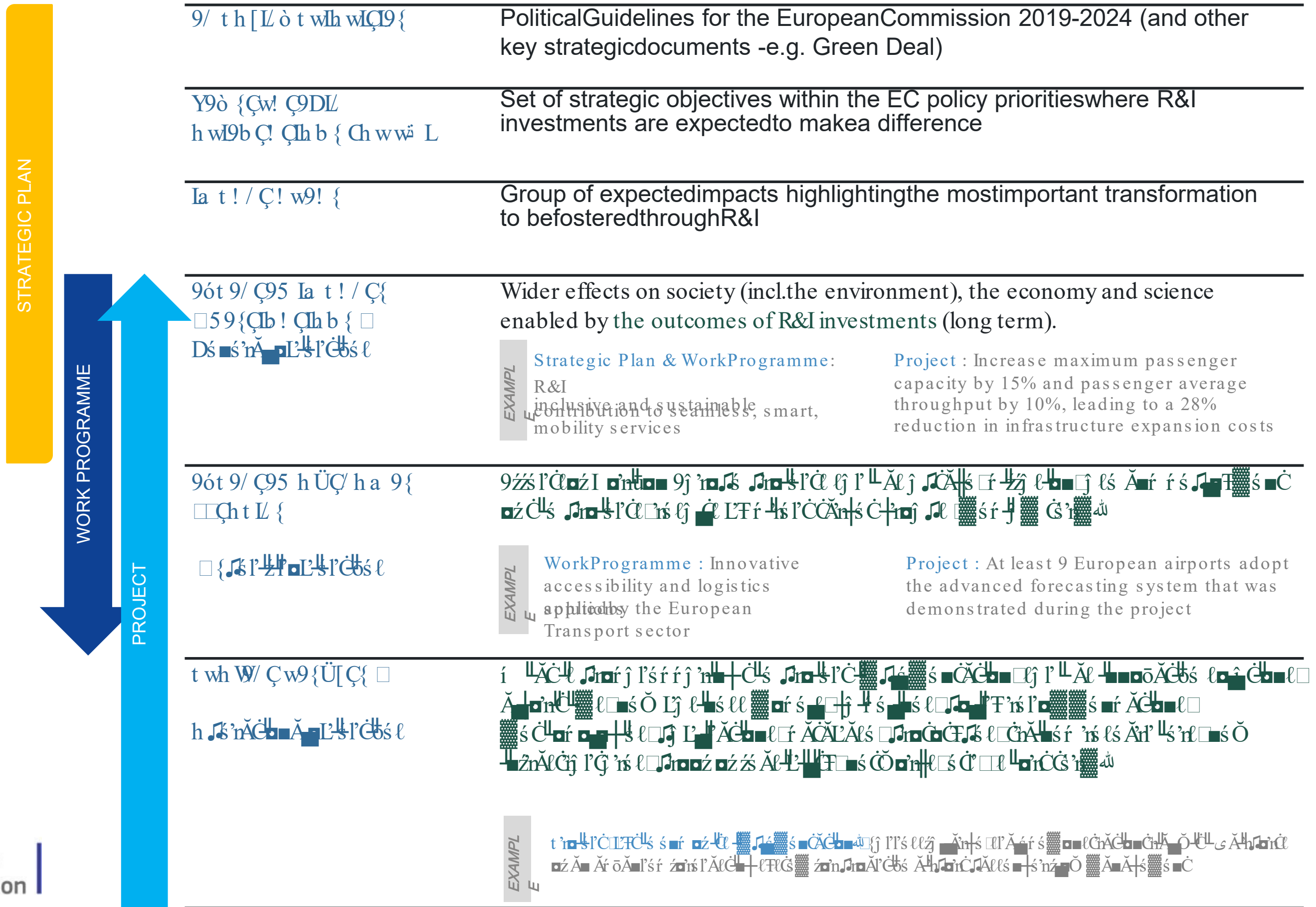
3 types based on objectives

- **Scientific impact** –Promote scientific excellence, support the creation and diffusion of high-quality new fundamental and applied knowledge, skills, training and mobility of researchers, attract talent at all levels and contribute to full engagement of Union's talent pool in actions supported under the programme.
- **Societal impact** –Generate knowledge, strengthen the impact of R&I in developing, supporting and implementing Union policies, and support the uptake of innovative solutions in industry, notably in SMEs, and society to address global challenges, inter alia the SDGs
- **Economic impact** –Foster all forms of innovation, facilitate technological development, demonstration and knowledge transfer, and strengthen deployment of innovative solutions

THREE TYPES OF IMPACT, TRACKED WITH **KEY IMPACT PATHWAYS**



La t ! / Ç La t [9a 9b Ç! Ç!h b



Ia t ! / Ç / wLÇ9wLh b □ ! {t 9/ Ç{ Çh . 9
Ç! Y9b Ib Çh ! / / h Üb Ç

/ 'rs r L F oz Çs ♪.ÄCÖÄFl G Ä' s os Çs s s ♪.s l'Çs r □ j C s l Ä' r ♪.Ä'Ç l ♪.s l' z s r ♪.Çs
Ö n ♪.n n A s □ Ä' r Çs s s l' Ä' s Ä' r l z Ä' l' s oz Çs l' G n j G l r j s G Çs
♪.s l' C

{j Ä' L F Ä' r ij Ä' F oz Çs s s Ä' j 'rs l G Ä' s s s ♪.s l'Çs r □ j C s l Ä' r ♪.Ä'Ç □ Ä' l s C
□ j C C s r l s Ä' C Ä' r s s ♪.Ä' C ♪.Ä' l' r l' □ j l' Ä' C Ä' C s l

{ÇwÜ/ ÇÜw9 h CÇ 9 Ia t ! / Ç {9/ Çh b
□ t n s l' C ♪.ÄCÖÄFl G ÖÄ' r l ♪.Ä' C

□ a s Ä' j 'rs l G Ä' s s s ♪.Ä' C l s s s ♪.Ä' C □ s s ♪.Ä' C Ä' r l' □ j l' Ä' C

b □ □ s Ä' l ij Ä' C Ä' s Ä' r l' l' 'rs Ç Ä' l ♪.l l' L' s

ج CCD LmlÇ 'rs l l' l' s C n l' l' l' z r s j l' l' s l' l' Ä' C LÖÖÖ z z Ä' C

[illegible]

J B>PROB QEB OBPB>O@E FJ M@Q>KA HKLT I BADB AFPPBJ FK>QFLKk

P\$,&1 7,“\$ HMF6 +&3 ! 66&66 +2: ! 3 52-&\$7\$2175,#87&6 72 7+&! %0! 1\$&0 &1 72'
. 12: /&% &n&1 685,1(7+! 75&6& 5\$+ “1%1(6 ! 5&%66&0 ,1! 7&%n5&\$2(1,=&%n! 1%
87/,=&%: ,7+,1 7+&6\$,&1 7,“\$ \$20 0 81,7<! 1%#&<21%k

HBV J BQOF@P d J B>PROBJ BKQ
>MMOL>@E BP

M&5f5&9,& &%M8#/,,\$! 7,216

- Q 5(&7_ü 38#/,,\$! 7,216 ,1 +,(+f,0 3! \$7-2851!/6 5&/&9! 1772
7+&“&%k
- Q5! \$. -2851!/,0 3! \$7'! \$725ÑFCÖ! 1%23&1 f! \$\$&66
!9! ,/! #,/,7<k

B; ! 0 3/&m

- M8#/,6+ ,1 -2851!/6 /, . &K! 785&B1 &5(<nO&1 & ! #/&d
P867! ,1! #/&B1 &5(<O&9,& 6n25 F1 7&51! 7,21!/ G2851!/ 2'
E<%52(&1 B1 &5(<k
- Q 5(&7FCm™ X'25#5& . 7+528(+ 678%&6n™ '25! 33/,&%
5&6& 5\$+k

@7! 7,21 @2817d O&6& 5\$+ F1'/8&1 \$&

- J 21,725\$,7! 7,21 5! 7&6 86,1(D22(/&P\$+2/! 5n
P\$2386n! 1%T &# 2' P\$,&1 \$&k
- >,0 '25! 7/& 67[XXü \$,7! 7,216 3&5 . &<
38#/,,\$! 7,21 : ,7+,1 “9&<& 56k

B; ! 0 3/&m

- > /! 1%0 ! 5. 678%<21 1& 7f(&1 &/&\$752/<=&56
\$,7&%] XXü 7,0 &6 ,1 32/,,\$<! 1%,1%8675,! /
52! %0 ! 36k
- F1\$/86,21 ,1 BR 32/,,\$<%2\$80 &1 76 25FM@a
\$/ ,0 ! 7&5&3 2576 ! 6 &9,%&1 \$&2' 6\$,&1 7,“\$
5&/&9! 1\$&k

SCIENTIFIC KPIS

KEY METRICS & MEASUREMENT APPROACHES

M 7&1 76 C,/ &%d I, \$&1 6&%

- P&\$85&! 7/ & 67\ f] 3! 7&1 7! 33/, \$! 7,216 %85,1(7+&3 52-&\$7k
- Q5! \$. 3! 7&1 76 7+! 7/ & %72 /, \$&1 6,1(!(5&&0 &1 76 25,1%8 675< ! %23 7,21k

B; ! 0 3/ &m

- M 7&1 721 ! 129& \$! 7! /<67' 25+<%52(&1 3 52%8 \$7,21 /&1 %6 72 ! /, \$&1 6,1(!(5&&0 &1 7: , 7+ P, &0 &1 6 B1 &5(<k

@2/// #25! 7,216 d @5266fA,6\$,3/,1! 5< F0 3! \$7

- B67! #/,6+ 5&6& 5\$+ 3! 571 &56+,36 : ,7+ ! 7/ & 67] 723 f7,&5 81,9&56,7,&6 25 5&6& 5\$+ ,167,78 7&6k
- P&\$85&-2,1738#/, \$! 7,216 25 \$2f! 8 7+25&%: +,7&3! 3 &56k

B; ! 0 3/ &m

- @2/// #25! 7,21 : ,7+ C5! 81+2' &5 F1 67,78 7&! 1%BQE W85,\$+ 21 +<%52(&1 6725! (&,1129! 7,216k

@21' &5&1 \$&M5&6&1 7! 7,216 d P\$, &1 7,“ \$ B9&1 76

- Q 5(&7[Xü ,17&51! 7,21! / \$21' &5&1 \$& 3 5&6&1 7! 7,216k
- E267! 7/ & 67[6\$, &1 7,“ \$: 25. 6+23 72 6+! 5& “1%1(6k

B; ! 0 3/ &m

- M5&6&1 7! 7 B8 523 &1 1 E<%52(&1 T && nBBO> A&&3 A&\$! 5#21,=! 7,21 @21' &5&1 \$&n25 E25,=21 B8 523 &@/867&5 _ F1'2 A! <6k

L3 &1 P\$, &1 \$&d C>FO A! 7! M5! \$7,\$&6

- B1685&[XXç 2' 5&6& 5\$+ %d 7! ,6 ! 9! ,/! #/ & 81%&5 C>FO 3 5,1 \$,3/ &6k
- M529,%&%d 7! 6&76 9,! W&1 2%2nL3 &1 >FOBn25 ,167,78 7,21! / 5&3 26,725,&6k

B; ! 0 3/ &m

- M8#/,6+ ! 38#/, \$ %d 7! 6&721 +<%52(&1 3 52%8 \$7,21 &“ \$, &1 \$<n! \$\$&66, #/ &9,! W&1 2%2k

WHY ARE THESE SCIENTIFIC KPIs IMPORTANT FOR HORIZON EUROPE?



P@FBKQFCF@HMF
FJ MLOQ>K@B



- >/, (16 : ,7+ L3 &1 P\$, &1 \$&d B; \$&/&1 \$& 35,1\$,3/&6k
- A&0 21675! 7&6 . 12: /&% &75! 16' &5 d ,0 3! \$7#&<21%! \$! %&0 ,! k
- F1 \$5& 6&6 \$+! 1\$&6 2' '8785&'81%1(d 32/, \$<, 1'/8 &1 \$&k

Q&A EKLILDF @ I HMFP

QO> @HFKD FKKLS>QFLK J >QROFQV d >ALMQFLK

Technological KPIs measure the development, validation, and real -world application of innovative technologies. These indicators show how a research project contributes to technological advancements, ensuring that new methodologies, prototypes, and solutions progress towards commercialization or practical use.

KEY METRICS & MEASUREMENT APPROACHES

M52 727<3 &6 A&9&/23 &%d P8 \$\$&66' 8//< Q&67&%

- A&9&/23 ! 7/& 67\ f] : 25. ,1(3 52 727<3 &6 %85,1(7+&3 52-&\$7
/, ' &\$<\$/&k
- B1685&68 \$\$&66' 8/ 9! /,%d 7,21 ,1 ! 5&/&9! 17&1 9,5210 &1 7ÑQOI _f` Ö
25 5& /f: 25/%\$21%7,216 ÑQOI a üÖ

B; ! 0 3/&m

- > +<%52(&1 ' 8& \$&/ 3 52 727<3 &,6 %&9&/23 &%! 1%68 \$\$&66' 8//<
7&67&%,1 ! 3,/273/! 17n! \$+,&9,1(&“\$, &1 \$<(!,16 2' \ Xç k
- > 1& >Ff#! 6&%\$/ ,0 ! 7&3 5&,%\$7,21 0 2%& ,6 ,0 3/&0 &1 7&%,1 !
5& /f: 25/%6\$&1 ! 5,2n,0 3 529,1(' 25&\$! 67! \$\$85! \$<k

Q&\$+12/2(< O&! %1 &66 I &9&/ ÑQOI ÖM52(5&66,21

- J 29&'520 QOI] Ñ522' 2' \$21 \$&3 7Ö72 QOI a
Ñ<67&0 3 52 727<3 &,1 23 &5! 7,21 ! / &1 9,5210 &1 7Ö
- A&0 21675! 7&67&3 f#<f67&3 9! /,%d 7,21 : ,7+ /! # 7&676n
“&/%75,! /6n! 1%,1%8675,! / 3,/276k

B; ! 0 3/&m

- > \$! 5#21 \$! 3 785&7&\$+12/2(< 3 52(5&66&6' 520 QOI ^
Ñ! # 9! /,%d 7,21 Ö72 QOI a n#&1(7&67&%! 7! 1
,1%8675,! / 6,7&k
- > 1& #! 77&5<\$+&0 ,675<0 29&6' 520 QOI \
Ñ+&25&7,\$! / \$21 \$&3 7Ö72 QOI ` n3 529,1(%85! #,/ ,7<
! 1%6\$! /! #,/ ,7<k

KEY METRICS & MEASUREMENT APPROACHES

> %237,21 2' K& Q&\$+12/2(,&6 #< F1 %8 675< 25 O&6&! 5\$+
@20 0 81,7,&6

- P&\$85&! 7/&! 67] ,1%8 675< 3! 571 &56+,36 '253,/27
,0 3/&0 &1 7! 7,21k
- B1685&837! . &2' 1& 0 &7+2%2/2(,&6n! /(25,7+0 6n25
352\$&66&6 #< . &< 67! . &+2/%&56k

B; ! 0 3/&m

- > 0 ! \$+,1&/&! 51,1(!/(25,7+0 '25 &1 &5(<(5,%237,0 ,=! 7,21
,6 ,17&(5! 7&%,172 P,&0 &1 6q60 ! 57(5,%62/87,216k
- > 1& #,2f#! 6&%/32/<0 &5,6 ! %237&/%#<? >PC'25
\$20 0 &5\$,!/ 352%8\$7,21k

Q&\$+12/2(<P7! 1%8 5%=> 7,21 d F17&(5! 7,21

- @2175,#87&72 ! 7/&! 6721&,17&51! 7,21!/ 67! 1%8 5%=> 7,21
&'257 ÑP L n F B B B n @ B K n &7\$ k ð
- B1685&\$20 3! 7,#,/,7<: ,7+ & ,67,1(,1%8 675,! / 255&(8/! 725<
'5! 0 & 25. 6k

✦ B; ! 0 3/&m

- > +<%52(&1 6725! (&6<67&0 !/, (16: ,7+ 1& BR 6!'&7<
5&(8/! 7,216n'! \$,/,7! 7,1(0 ! 5. &7 &1 75<k
- >1 F2Qf#! 6&%/0 21,725,1(6<67&0 ,17&(5! 7&6: ,7+ & ,67,1(60 ! 57\$,7<,1'5! 6758\$785&6k

Technology Standardization & Integration

- Contribute to at least one international standardization effort (ISO, IEEE, CEN, etc.).
- Ensure compatibility with existing industrial or regulatory frameworks.

Example:

- A hydrogen storage system aligns with new EU safety regulations, facilitating market entry.
- An IoT-based monitoring system integrates with existing smart city infrastructures.

P\$! /! #,/,7< d J ! 5. &7 O&! %1 &66

- B1685&7+&7&\$+12/2(<,6 \$267f&' &\$7,9&! 1%6\$! /! #/&
'25\$20 0 &5\$,!/ 352%8\$7,21k
- A&0 21675! 7&327&1 7,! / '250 ! 66 ! %237,21 7+528(+ 3,/27
352(5! 0 6k

B; ! 0 3/&m

- > : ! 67&f72f&1 &5(<352\$&66 ,6 7&67&%,1 ! 5&(,21!/ 3,/27
3/! 17n3529,1(! _Xç 5&%/8\$7,21 ,1 &1 &5(<\$2676k

T E V > O B Q B @ E K L I L D F @ I H M F P
F J M L O Q > K Q É



QB@EKLILDF@I HMFP h
Q5! \$. ,1(F1129! 7,21 J ! 785,7<d >%237,21



- 📌 A&0 21675! 7&6 5& /f: 25%,0 3! \$7! 1%
,1129! 7,21 6\$! /! #,/,7<k
- 📌 B1685&6 !/, (10 &17: ,7+ BR ,1%8675,! /
! 1%(5&&1 75! 16,7,21 (2! /6k
- 📌 P75&1 (7+&1 6 3! 571 &56+,36 # &7: &&1
! \$! %&0 ,! n,1%8675<n! 1%32/, \$<0 !. &56k

J B>PROFKD J >OHBQFJ M@Qd CFK>K@F>I DOLT QE

B\$2120 , \$ HMF6 &9! /8! 7&7+&“1! 1\$,! /9,! #,/,7<n\$267f&' &\$7,9&1 &66n! 1%0 ! 5. &7327&1 7,! / 2' !
5&6&1 5\$+ 3 52-&\$76 5&68/76kQ+&6&,1%,\$! 7256 %&0 21675! 7&7+&3 52-&\$76 \$2175,#87,21 72 &\$2120 , \$
(52: 7+n-2# \$5&1 7,21n! 1%0 ! 5. &7! %237,21n0 !. ,1(7+&0 \$58\$,! / '25E25,=21 B8523&'81%1(k

KEY METRICS & MEASUREMENT APPROACHES

@267P! 9,1(6 d B'“ \$,&1 \$<D! ,16

- A&0 21675! 7&! 7/& 67[Xf] Xç 5&%8\$7,21 ,1 \$2676 \$20 3! 5&%
72 & ,67,1(62/87,216k
- N8! 17,'<,0 3 529&0 &1 76 ,1 &1 &5(< &“ \$,&1 \$<n5&6285\$&86&n
2523&5! 7,21! / \$2676k

B; !0 3/&m

- > 1& >Ff#! 6&%0 ! 18'! \$785,1(3 52\$&66 5&%8\$&6 0 ! 7&5,! /
: ! 67&#<\ Xç n6! 9,1(\$20 3! 1,&6 π\ 0 ,//,21 ! 118! //<k
- > 60 ! 57,55,(! 7,21 6<67&0 5&%8\$&6 : ! 7&5\$21680 3 7,21 #<
] Xç n\$877,1(! (5,\$8/785! / \$2676 #<π_XXnXXX3&5'! 50 k

New Jobs Created & Workforce Development

- Project leads to the creation of at least 50 -100 new jobs in research, manufacturing, or service sectors.
- Contributes to highly skilled employment and training programs for emerging industries.

Example:

- A hydrogen fuel production plant launches, creating 200+ jobs in the renewable energy sector.
- A biotech startup commercializes a novel cancer treatment, employing 50 researchers and technicians.

HBV J BQOF@P d J B>PROBJ BKQ
>MMOL>@E BP

Market Uptake & Commercialization

- Ensure at least 3-5 industry partnerships for product adoption.
- Achieve a market penetration rate of 5 -10% within five years post-project.

Example:

- A low-carbon concrete technology is adopted by 5 major construction companies, capturing 10% of the European market.
- A circular economy recycling process is implemented in 50 municipalities across the EU.

F1 7&/&\$78! / M523 &57< ÑFMÖd I,\$&l 6,1(A&l /6

- P&\$85&! 7/&l 67\ f] 3! 7&l 76 : ,7+ +,(+ 0 ! 5. &7327&l 7,! /k
- I,\$&l 6&7+&,1129! 7,21 72 ! 7/&l 6721&0 ! -25,1%8675< 3/! <&k

B; ! 0 3/&m

- > 1& %58('250 8/! 7,21 ,6 /,\$&l 6&%72 ! 3+! 50 ! \$&87,\$! / \$20 3! 1<n(&l &5! 7,1(π[XJ ,1 /,\$&l 6,1(' &&6k
- > #/2\$. \$+! ,1f#! 6&%75! \$&l #,/7< 6<67&0 ,6 3! 7&l 7&%! 1% ! %237&%#< 0 ! -25 BR 5&7! ,/&56k

Revenue Growth & Investment Attracted

- Project results lead to €10M+ in follow -up investments from public or private funds.
- Generate at least €5M in revenue within five years after project completion.

Example:

- A precision agriculture AI tool secures €15M in venture capital funding for scaling operations.
- A next-generation battery startup reaches €50M in annual revenue after market entry.

B; 3 2576 d F1 7&51! 7,21! / @20 3 &7,7,9&l &66

- B; 3! 1%7&\$+12/2(<ä3 52%8\$76 72 ! 7/&l 67] 121 fBR 0 ! 5. &76k
- F1 \$5&l 6&& 3 2576 #<\ Xç : ,7+,1 7+5&&<&l 56k

B; ! 0 3/&m

- > 60 ! 570 2# ,/7< 62/87,21 &l 7&56 7+&G 3! 1&6&! 1% RkPk0 ! 5. &76n(&l &5! 7,1(π] XJ ,1 & 3 2575&9&l 8&k
- > #,2f#! 6&%! /7&51! 7,9&72 3/! 67,\$ 3! \$. ! (,1(,6 ! %237&% #<[X0 8/7,1! 7,21! / #5! 1%6 : 25/% ,%&k

T E V > O B B @ L K L J F @ H M F P
F J M L O Q > K Q É



B@LKLJ F@HFMf FJ MLOQ>K@B



- 📌 Proves financial sustainability and market relevance.
- 📌 Supports EU priorities on job creation, green growth, and industrial leadership.
- 📌 Attracts investors and industry stakeholders for large -scale deployment.

J B>PROFKD MR? I F@? BKBCFQd MLI F@VFKCI RBK@B

P2\$,&7! / HMF6 ! 66&66 7+4! %&5,0 3! \$72' ! 5&6& 5\$+ 3 52-&\$721 \$20 0 81,7,&6n38#/, \$,167,787,216n
! 1%32/,\$,&6kQ+&6&,1%,\$! 7256 %&0 21675! 7&+2: 7+&3 52-&\$7#&1 &' 76 \$,7,=&1 6n,1'/8&1 \$&6 %&\$,6,21f
0 !. ,1(n! 1%%5,9&6 62\$,!/ \$+! 1(&n: +,\$+ ,6 \$58\$,!/ '25E25,=21 B8523&'81%1(k

HBV J BQOF@P d J B>PROBJ BKQ
>MMOL>@E BP

Adoption by Key Stakeholders

- Ensure at least 5-10 organizations (e.g., government agencies, NGOs, SMEs, educational institutions) actively use the project's results.
- Collaborate with local, national, or EU-level institutions to integrate findings into real-world applications.

Example:

- A climate resilience toolkit is adopted by 10 city governments to improve disaster preparedness.
- A digital literacy program is implemented in 50 schools, benefiting 10,000 students.

Policy Influence & Regulatory Adoption

- Project results are referenced in at least 1 -2 EU directives or national strategies.
- Contribute to the development of new standards, certifications, or guidelines.

Example:

- A research-based recommendation on sustainable fisheries is included in EU fisheries policy.
- A novel AI ethics framework is adopted by the European Commission for AI governance.

HBV J BQOF@P d J B>PROBJ BKQ
>MMOL>@E BP

Public Engagement & Awareness

- Reach at least 10,000 people through awareness campaigns, public lectures, or citizen science initiatives.
- Measure social media impact, with 100,000+ impressions and 5,000+ engagements.

Example:

- A biodiversity conservation project engages 50,000 citizens in habitat restoration efforts.
- A public health study on air pollution leads to 500,000 views on an informational video.

Social Inclusion & Equity Impact

- Ensure project benefits reach at least 3 vulnerable or marginalized communities.
- Improve accessibility and inclusion through user - friendly, multilingual, or disability -accessible solutions.

Example:

- A smart urban mobility project improves public transport accessibility for 50,000 elderly citizens.
- A healthcare AI tool is adapted for non -English-speaking communities in 5 countries.

B%8\$! 7,21 d @! 3! \$,7< ? 8,/%1(

- Q5! ,1 ! 7/& 67 _XXf[nXXX,1%9,%8! /6 ,1 1& 6. ,//6 250 &7+2%2/2(,&6k
- B67! #/,6+ _ü 75! ,1,1(3 52(5! 0 6n: 25. 6+23 6n25 &f /& 51,1(\$2856&6k

B; ! 0 3/&m

- > \$<#&56&\$85,7< 75! ,1,1(3 52(5! 0 &8\$! 7&6 [n _XX 38#/, \$ 6&\$725 &0 3/2<&&6 21 % (,7! / 6! ' &7<k
- > 5&1 & ! #/&&1 &5(<,1,7,! 7,9&\$&57,“&6 _XX &1(,1&&56 ,1 62/! 53! 1& ,167! /// 7,21k

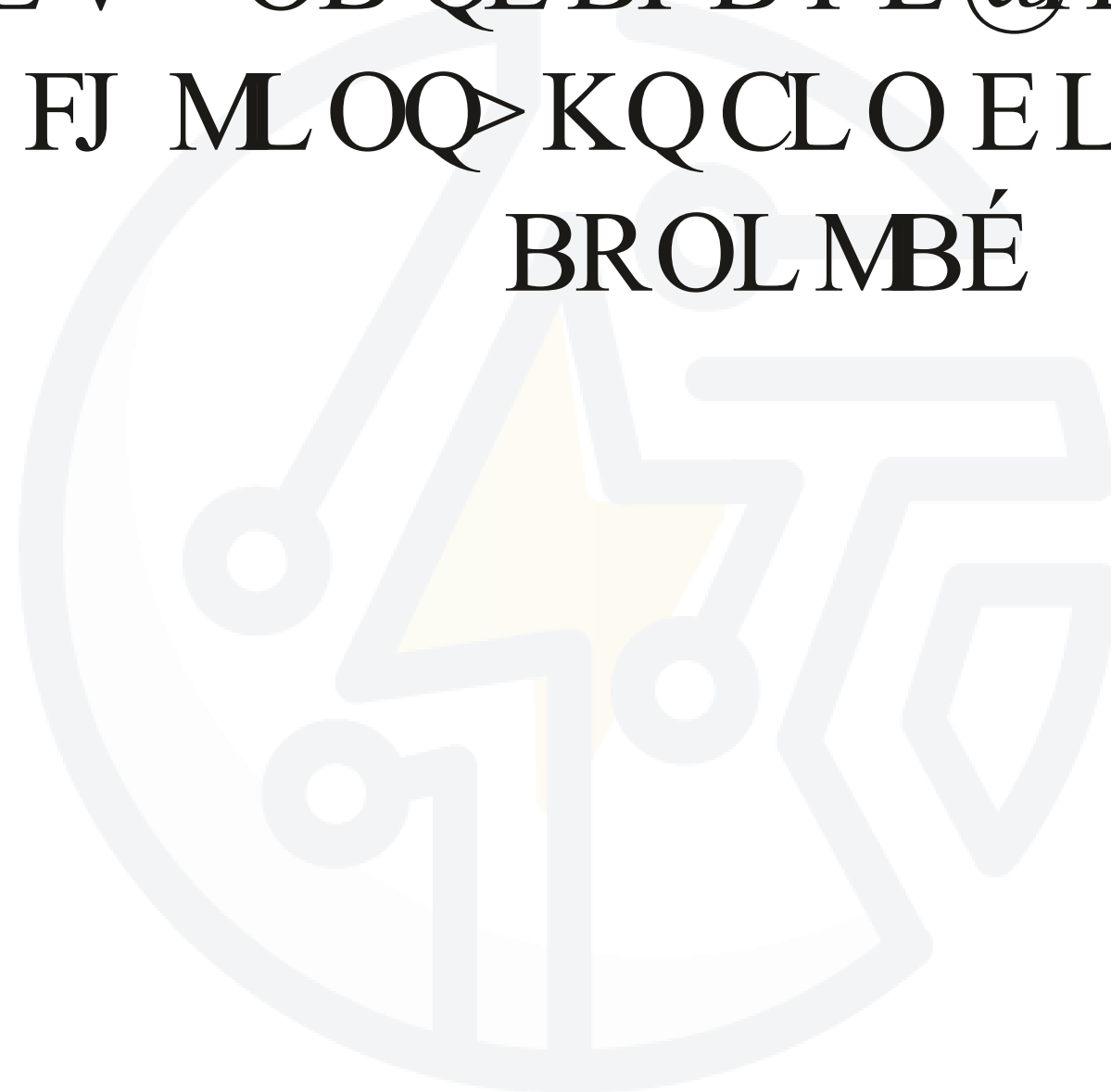
P867! ,1! #/,7< d I21(fQ&50 P2\$, &7! / F0 3! \$7

- B1685&3 52-&\$72873 876 \$217,18&72 #&86&% _ü <& 56 !'7&5 3 52-&\$7\$20 3/&7,21k
- B67! #/,6+ ! 7/& 67] '2//2: f83 ,1,7,! 7,9&6 72 6\$! /&7+& ,0 3! \$7k

B; ! 0 3/&m

- > \$,5\$8/! 5 &\$2120 <0 2%& ,6 ,17&(5! 7&%,172 1! 7,21! / : ! 67&0 ! 1! (&0 &1 732/, \$, &6n5&8\$,1(/! 1%“// : ! 67&#< \ Xç k
- > \$20 0 81,7<f%5,9&1 &1 &5(<3 52-&\$7/& %6 72] 1& /2\$! / 62/! 5 \$223 &5! 7,9&6 : ,7+,1 “9&<& 56k

T E V > O B Q E B P B P L @ F B Q > I H M F P
F J M L O Q > K Q C L O E L O F W L K
B R O L M B É



SOCIETAL KIP IMPORTANCE



- 📌 Aligns with EU priorities on citizen engagement, policy impact, and inclusivity.
- 📌 Demonstrates real-world benefits beyond academia and industry.
- 📌 Strengthens proposals by proving measurable societal transformation.

BU>J M B OBPB>O@E QLMF@CLO ELOFWLK BROLMB MOLMLP>I

Q,7/&mP\$!/,1(R3 D5&&1 E<°/52(&1 M52°8\$7,21 '25B8523&6 @/&1 B1&5(<Q5!16,7,21
?!\$. (5281%d O&/&9!1\$&

Q+&BR !,0 6 72 #&\$20 &\$/,0 !7&f1&875!/ #< \ X_Xn : ,7+ (5&&1 +<°/52(&1 3/!<,1(! . &< 52/&,1
%&\$!5#21,=,1(,1°8675,&6 68\$+ !6 67&&n\$+&0 ,\$/6n!1°75!163257kE2: &9&5n\$+!//&1(&6 5&!/7&°72
&/&\$752/<=&5 &“\$,&1\$<n 5&1 & !#/& &1&5(< ,17&(5!7,21n!1% ,1'5!6758\$785&6\$!/,1(5&0 !,1k Q+,6
352-&\$7 !°/5&66&6 7+&6& (!36 #< %&9&/23,1(1& 7f(&1&5!7,21 &/&\$752/<6,6 7&\$+12/2(< : +,/&
&1685,1(\$267f&'&\$7,9&1&66 !1%&19,5210 &17!/6867!,1!#,7<k

B; 3&\$7&°L87\$20 &6

- > \ Xc ,1\$5&1 6&,1 &/&\$752/<=&5 &“\$,&1\$<7+528(+!°9!1\$&°\$!7!/<676!1%1& \$&/ %&6,(16k
- F17&(5!7,21 2' (5&&1 +<°/52(&1 352°8\$7,21 : ,7+ 2''6+25& : ,1%!1%62/!5 '!50 6 72 237,0 ,=&
&1&5(<86&k
- A&0 21675!7,21 2' !3,/27f6\$!/&+<°/52(&1 352°8\$7,21 '!\$/ ,7<,1 !1 ,1°8675,!/6&77,1(k
- M2/,\$<5&\$20 0 &1°/7,216'25/!5(&f6\$!/&+<°/52(&1 %&3/2<0 &17!\$5266 B8523&k

EXAMPLE RESEARCH TOPIC FOR HORIZON EU PROPOSAL



Title : Scaling Up Green Hydrogen Production for Europe's Clean Energy Transition

Background & Relevance

The EU **aims** to become climate-neutral by 2050, with green hydrogen playing a key role in decarbonizing industries such as steel, chemicals, and transport. However, challenges related to electrolyzer efficiency, renewable energy integration, and infrastructure scaling remain. This project addresses these gaps by developing next-generation electrolysis technology while ensuring cost-effectiveness and environmental sustainability.

Expected Outcomes

- A 20% increase in electrolyzer efficiency through advanced catalysts and new cell designs.
- Integration of green hydrogen production with offshore wind and solar farms to optimize energy use.
- Demonstration of a pilot-scale hydrogen production facility in an industrial setting.
- Policy recommendations for large-scale hydrogen deployment across Europe.

>I FDKJ BKQT FQE ELOFWLK BROLMB @I I



@ // B; ! 0 3/&mELOFWLKf@_f\ X\ ^fA] fX\ fX[nO&l & ! #/&E<°/52(&l M52°8\$7,21 ! 1%P725! (&

Q+,6 3 52-&\$7!/, (16 : ,7+ E25,=21 B8 523 &x6 @867&5 _ Ñ@,0 ! 7&nB1 &5(< d J 2#/,7<Ö#< ! \$\$&/&5! 7,1((5&&l +<°/52(&l 7&\$+12/2(<n 6833257,1(7+& B8 523 &l 1 D5&&l A&l /n ! 1% &l ! #/,1(,1%8675,! / %&\$! 5#21,=! 7,21k

H&< M&5' 250 ! 1 \$&F1 %,\$! 7256m

✓ Q&\$+12/2(, \$! / HMFm>\$+, &9& QOI ` fa Ñ\$, /27f6\$! /& %&0 21675! 7,21Ö'25 129&/ &/&\$752/<=&5 7&\$+12/2(<k

✓ B\$2120 , \$ HMFmO&°/8\$&(5&&l +<°/52(&l 3 52°8\$7,21 \$2676 72 #&/2: π\ ä. (#<\ X] Xk

✓ B19,5210 &l 7! / HMFm@87@L ° &0 ,66,216 #< _XXnXXX 7216ä<&l 57+528(+ ,1%8675,! / ! %237,21k

✓ P2\$, &7! / HMFmQ5! ,1 [XXü +<°/52(&l 6&\$725 3 52' &66,21! /6 7+528(+ : 25. 6+236 ! 1%. 12: /&°/ &f 6+! 5,1(3/! 7250 6k

WHY IS THIS A STRONG EXAMPLE?



- ✓ Clearly aligned with Horizon Europe priorities (climate-neutrality, hydrogen economy).
- ✓ Well-defined outcomes & impact beyond the project's duration.
- ✓ Measurable KPIs to track success.
- ✓ Connection to an existing Horizon funding call (showing relevance).

\ k k k OBNRFOBJ BKQP > KA M LQBKQF> I
? > OOFBOP QL LRQ@LJ BP > KA FJ M @QP

F6 ! \$58\$,!/ 3! 57 2' 3 52-&\$7 3/! 11,1(n+! 7 ! %/5&66&6 ' ! \$7256 #&<21% 7+& 3 52-&\$7 6\$23& ! 1% %85! 7,21 7+! 7 0 ! < ! ' &\$7 ,76
68\$\$&66kQ+&5&25&n3 52326! / 6+28/%,%&1 7,'< ! 1%! 1! /<=& ! 1< & 7&51! / ' ! \$7256 7+! 7 \$28/%,1' /8&1 \$&7+&68\$\$&66 2' <2853 52-&\$7
#&<21%,76 6\$23& ! 1% %85! 7,21k

Q+&6&0 ! < ,1\$/8%&7&\$+1,\$! /n5&(8/! 725<n&\$2120 , \$n62\$,&7! /n25 &19,5210 &1 7! / \$+! //&1 (&6 7+! 7 \$28/%! ' ' &\$7 7+& ! \$+,&9&0 &1 7
2' 7+&%&6,5&%287\$20 &6 ! 1%/21(f7&50 ,0 3! \$76k

Q+,6 %2&6 127 ,1\$/8%&7+& \$5,7,\$! / 5,6. 6
,1+&5&17 72 7+& 0 ! 1! (&0 &17 2' 7+&
3 52-&\$7,76&' n: +,\$+ 6+28/,%#&%&6\$5,#&%
#&/2: 81%&5 uF0 3/&0 &1 7! 7,21k



Regulatory and Policy Barriers:

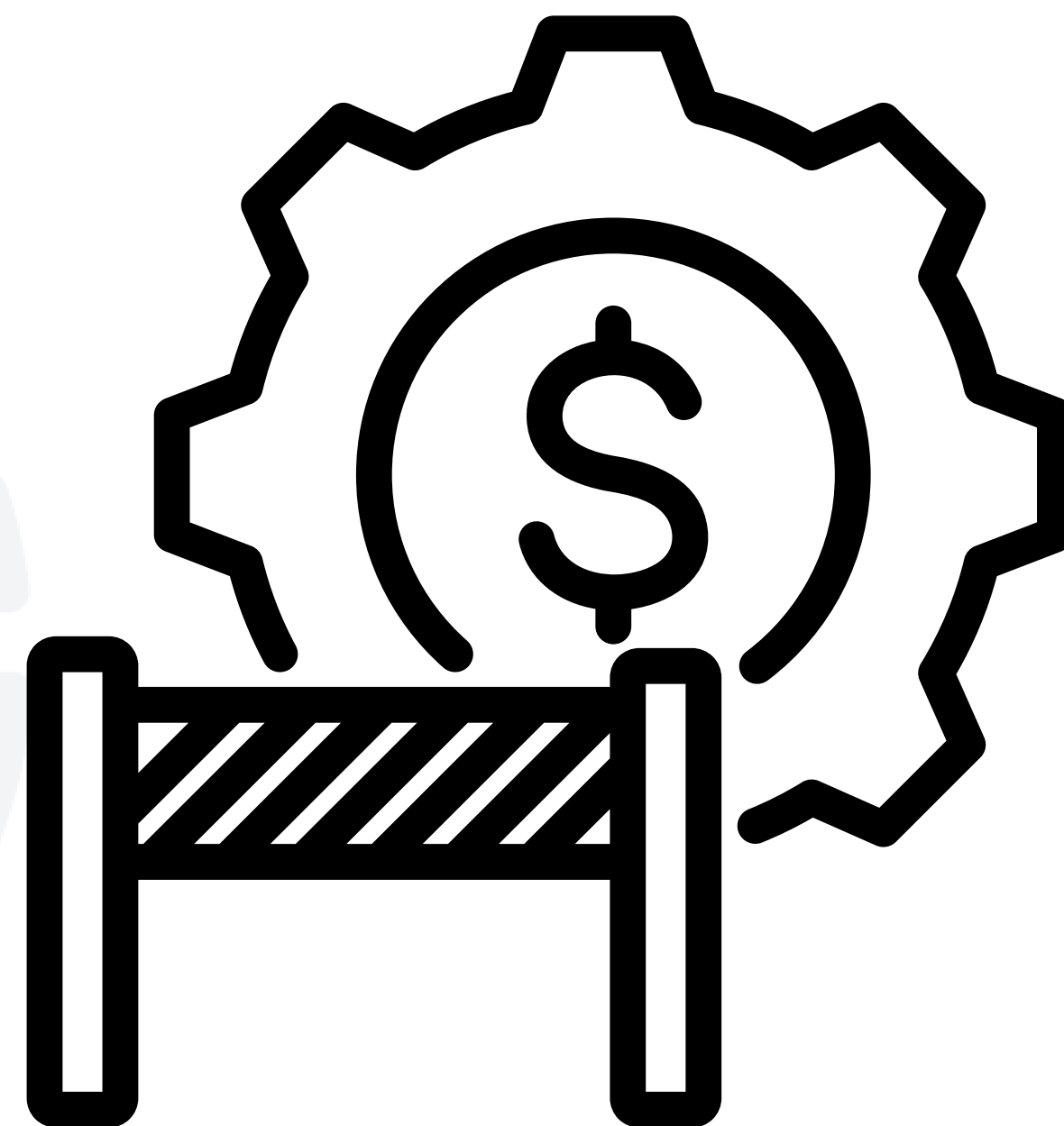
- Are there legal or regulatory constraints that might slow down the adoption of your innovation?
- Does the project require compliance with EU regulations, international standards, or national policies?

Example: A new AI-driven medical diagnostic tool may require lengthy approval processes from regulatory bodies such as the European Medicines Agency (EMA) before it can be widely adopted in healthcare.



J ! 5. &7! 1%B\$2120 , \$? ! 55,&56

- T +! 7! 5&7+&“1! 1\$,! / 25\$20 0 &5\$,! / 5,6. 6
7+! 70 ,(+7+,1%&5/! 5(&f6\$! /&
,0 3/&0 &1 7! 7,21É
- F6 7+&5&68'“\$,&1 70 ! 5. &7%&0 ! 1%'25 7+&
3 523 26&%7&\$+1 2/2(< 25 62/8 7,21É

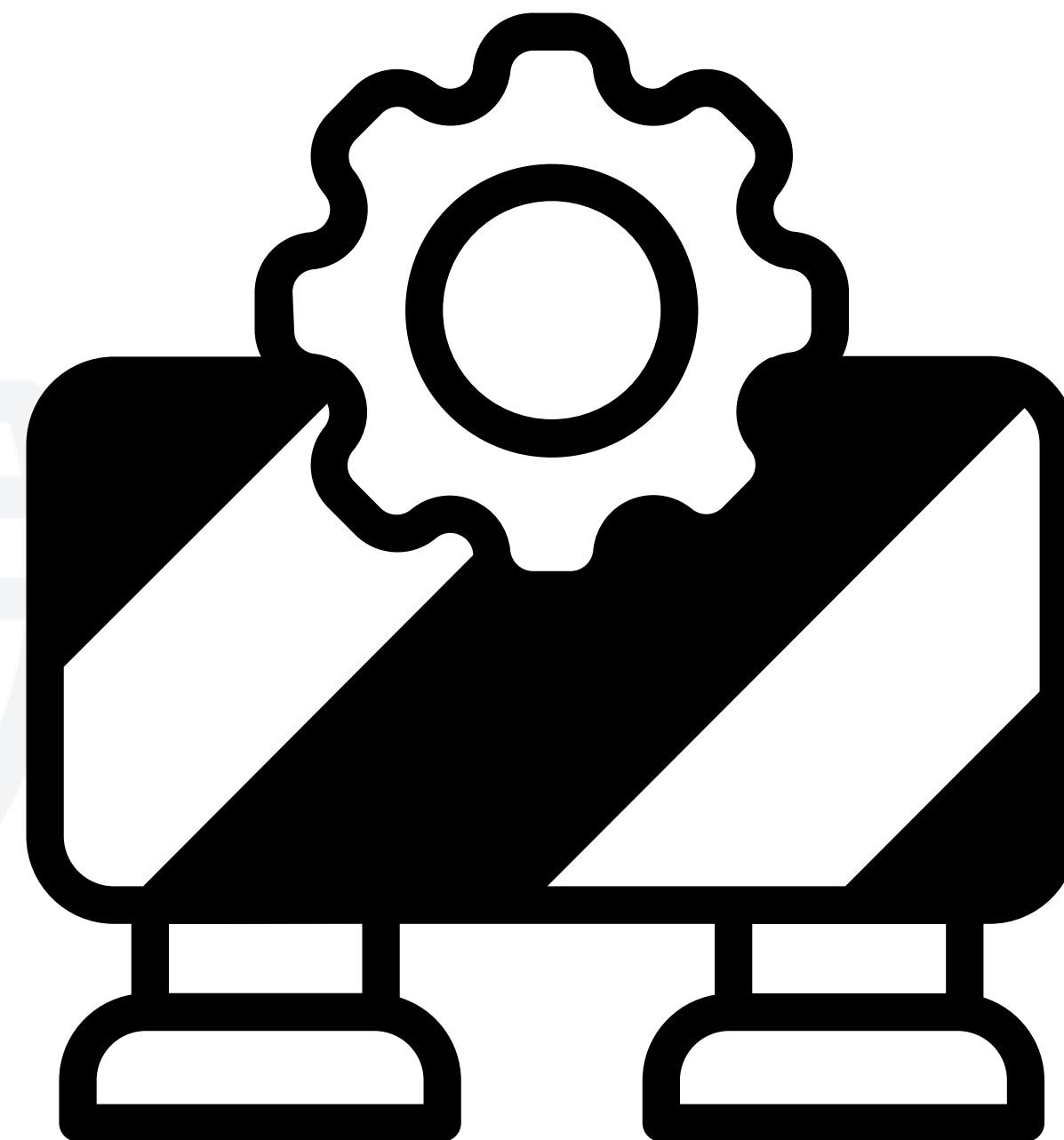


B; ! 0 3/&m> +<°/52(&1 f#! 6&%75! 1 63 257! 7,21
6<67&0 0 ! <'! \$&+,(+ ,1,7,! / \$2 676n5&48,5,1(
(29&510 &1 7,1\$&1 7,9&6 25,1%8 675<,19&670 &1 76
72 6\$! /&&' &\$7,9&/<k

Q&\$+12/2(, \$! / ! 1 %F1' 5! 6758\$78 5&? ! 55,&56

- >5&7+&5&7&\$+12/2(, \$! / %&3 &1 %&1 \$,&6 25
,1' 5! 6758\$78 5&/,0 ,7! 7,216 7+! 7\$28/%%&! <
,0 3! \$7É
- A2&6 7+&3 52-&\$7 5&4 8,5&63 &\$,! /,=&%
&48,30 &1 7n/! 5(&f6\$! /&%d 7! ! \$\$&66n25
\$20 3! 7,#,/,7<: ,7+ & ,67,1(6<67&0 6É

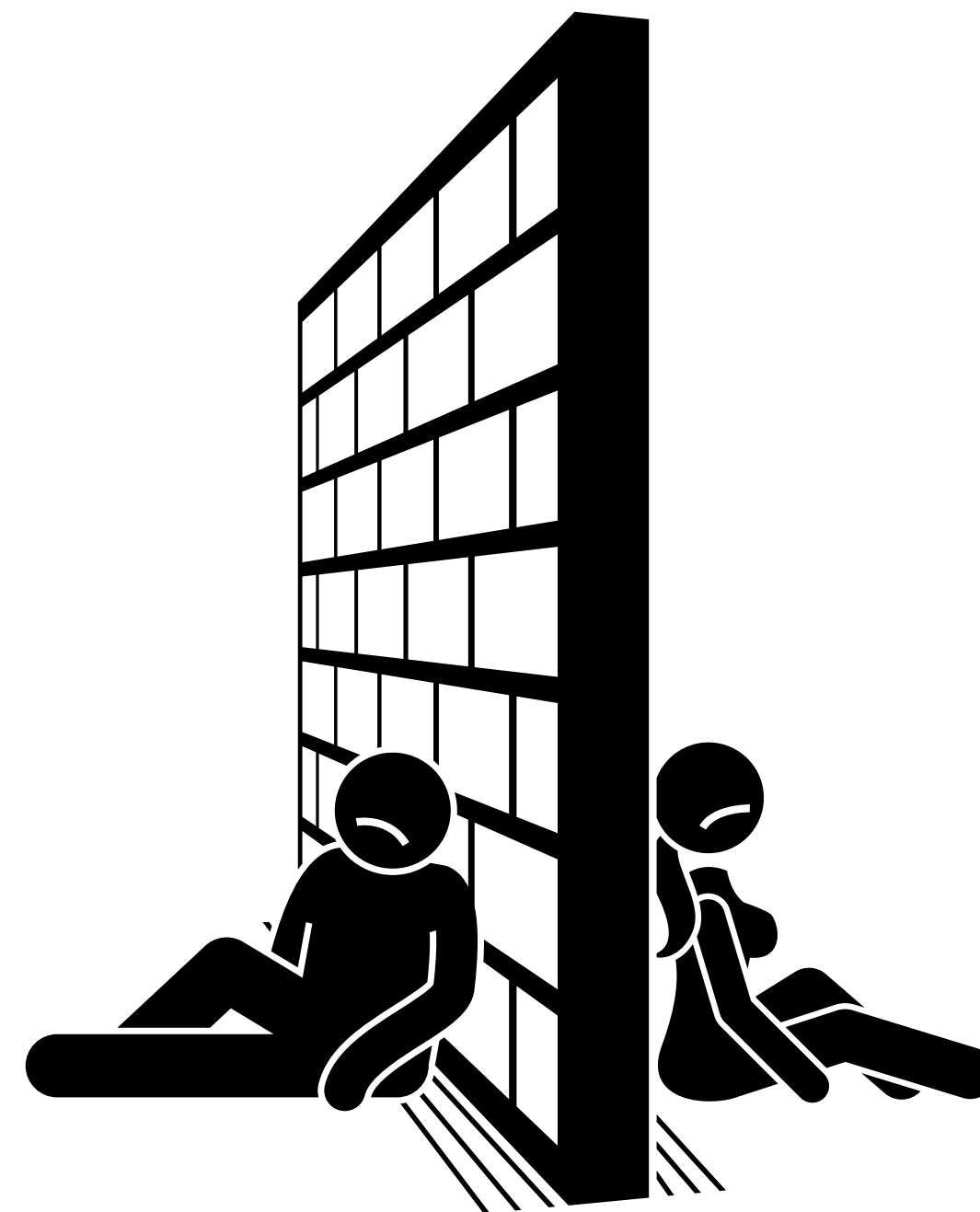
B; ! 0 3/&m> 60 ! 57 &1 &5(<(5,%,1129! 7,21 0 ! <
5&48,5&83(5! %&6 72 & ,67,1(&/&\$75,\$! /
,1' 5! 6758\$78 5&#&25&,7\$! 1 #&' 8//<%&3/2<&%k



P2\$,!/ ! 1%? &+! 9,25! / ? ! 55,&5

- >5&7+&5&\$8/78 5! / 25#&+! 9,25! / ' ! \$72 56 7+! 7
0 ! < ! ' ' &\$7! %23 7,21 ! 1%/21(f7&50 68\$\$&66É
- T ,// 67! . &+2/%&56 1 &&%75! ,1,1(n! : ! 5&1 &66
\$! 0 3! ,(16n25,1 \$&1 7,9&6 72 &0 #5! \$&7+&
,1129! 7,21

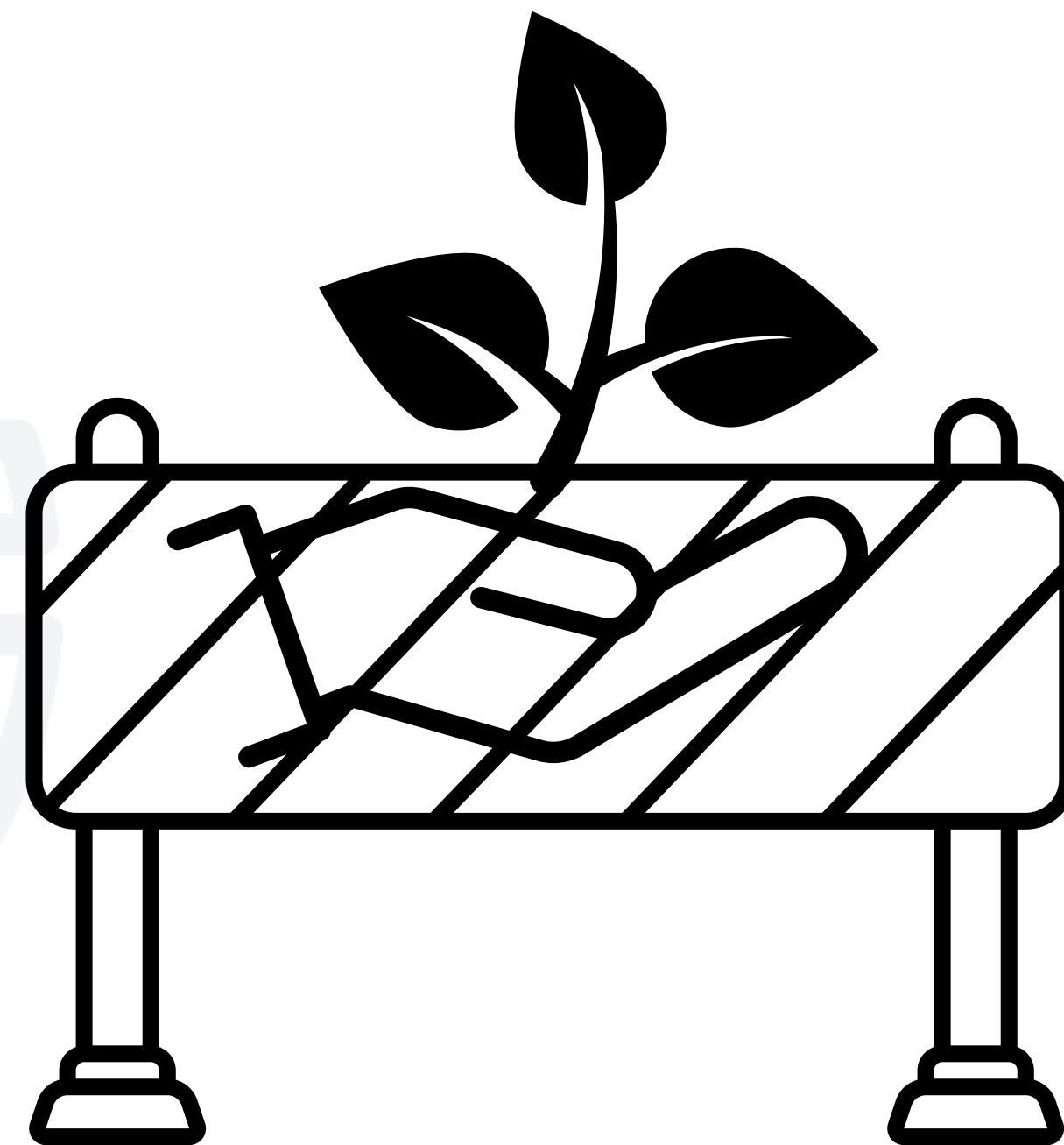
B; ! 0 3/&m> \$/,0 ! 7&f' 5,&1 %< %&7,1,7,! 7,9&0 ,(+7
' ! \$&5&6,67! 1 \$&%8 &72 \$21680 &5+! #,76 ! 1%
\$8/78 5! / ' 22%3 5& &5&1 \$&6n5&48,5,1(7! 5(&7&%
! : ! 5&1 &66 \$! 0 3! ,(16k



B19,5210 &17!//!1%P867!,1!#/,7<@+!//&1(&6

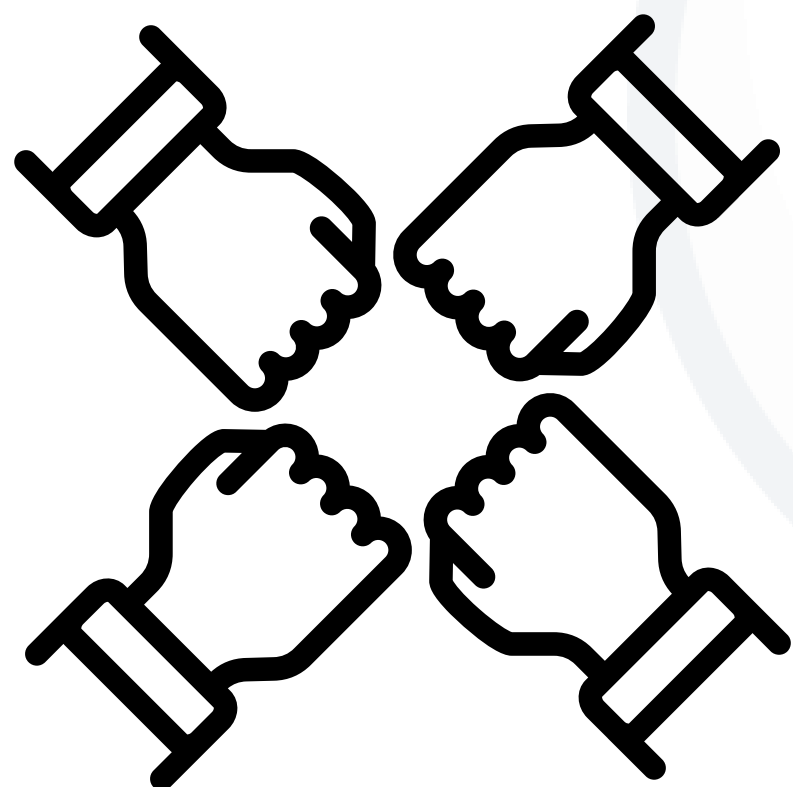
- @28/%7+&352-&\$76,03!\$7#&!''&\$7&%#<
\$/,0!7&\$21%,7,216n5&6285\$&!9!/,!#/,7<n25
(&232/,7,\$!/'!\$7256É
- >5&7+&5&5,6.62'1&(!7,9&81,17&1%&%
\$216&48&1\$&6n68\$+!6&19,5210&17!/
%&5!%7,21É

B;!03/&n>#,2f#!6&%3!\$.!(,1(62/87,210!<
%&3&1%21!(5,\$8/785!/6833/<\$+!,16n:+,\$+
\$28/%#&%65837&%#<\$/,0!7&\$+!1(&25
(&232/,7,\$!/,167!#/,7<k



HOW TO STRENGTHEN YOUR PROPOSAL

To demonstrate feasibility, your proposal should:



- Acknowledge these potential barriers and provide a risk assessment.
- Describe mitigation strategies (e.g., partnerships, policy engagement, alternative financing).
- Showcase resilience measures to ensure that project outcomes remain achievable even in challenging conditions.

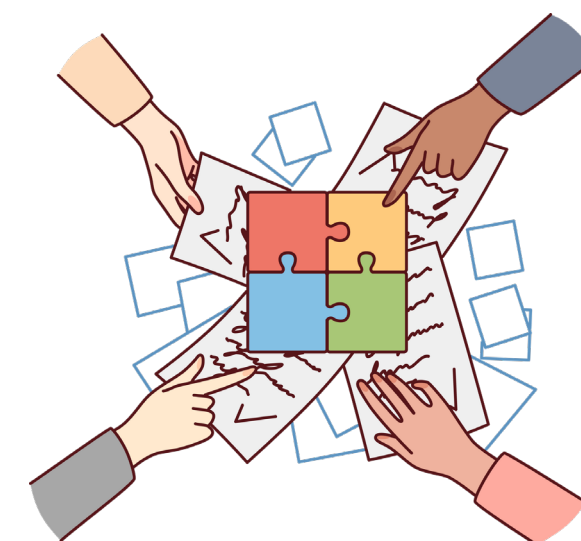
$$\begin{aligned} & \text{S } \Sigma \text{ } \dot{Y} \dot{A} \Sigma, \quad \Sigma \dot{\%} \dot{Z}' \text{ } \dot{\dagger} \dot{\%} \dot{\geq} \text{ p } \dot{I} \dot{Z} \dot{\Sigma} \dot{\%} \dot{Z} \dot{A} \dot{\dagger} \dot{\rangle} + \dot{\dagger} \dot{\sim} \dot{A} \dot{\Sigma} \dot{\sim} \dot{Z} \\ & \text{e } \dot{Y} \dot{Z} \dot{\neq} \dot{I} \text{ ,, } \Sigma \dot{\dagger} \dot{\%} \dot{\geq} \text{ I ,, } \hat{\text{ }} \dot{\dagger} \dot{\neq} \dot{Z}' \end{aligned}$$

e ¨ ∑≠ŽÄΣg6š^ ›Í ~ À%¯ Ž«Σ/ ΣĆ~Σ ÝÀΣ, Σ%Ž' †%≥ ^ Í ŽΣ%ŽÄ> ¨ †~ ÀΣ" Ž«†Ž≠Í Ý>≥ †ę Σ≠ŽŽ«Σ
~Σ†›Ä†ŽÄ %ol ; ^ ~Í ∑≠ŽÍ ÝŽ≠Í,, Σ' †%≥ ›Í %¯ĴŽΣ,, Ä ^ †≠Ž ĝ
I%Ž Ý≠ŽÄ %g

[illegible][illegible]
$$\dot{A}^{\wedge} \succ \Sigma, \Sigma \vdash \dot{Z} \dot{A} \vdash \dot{Y} \dot{Z} / \Sigma \dot{I} ; \dot{Z} \ll \Sigma^{\wedge} \dot{I} \not\equiv \dot{Z} \sim \Sigma' \dot{Y} \dot{Z}' \text{ H}$$
$$\begin{aligned} & \text{Ög } \Sigma^3_4 \Delta \dot{I} \wedge \text{ " } \check{Z} \dagger \check{Z} \Sigma \text{--} \check{A} \check{Z} \dot{I} \text{ } ^3_4 \Sigma \neq \dot{I} \text{ , , } \Sigma \check{Z} \ll \Sigma' \Sigma \ddot{ } \dagger \sim \check{A} \check{Z} \text{ " } \dot{g} F \dot{I} \text{ } F \neq \dagger \% \check{Z} \ll \Sigma' \Sigma \check{A} \text{ / " } \ddot{ } \Sigma \text{ , , } \check{A} \check{A} \dagger \check{Z} \geq H \\ & \vee \Sigma \acute{C} \text{r } \acute{Y} \Sigma' \check{Z} \check{A} \% \ddot{ } \dot{g} \end{aligned}$$

Ngê «†Ž†~ΣŽ«ΣŽΣ≠«%À†,ĞΣ-Ý†Ž†~ÓÍ~ě%†%≠À»~ΣÝÀΣ,Σ%Ž'¡Í~"Ý≠≠Σ'"H

ñgê «†ŽΣšŽΣ%‡»..†~ÀΣ" IΣg-gÍ>ÀĆ≠«†%σΣ'Ġ,†~/ΣŽ≥Ć%‡,,ÀΣ"ĠÍ≠ÀΣŽ††≠ΣŽ†%‡Σ
 ≠ÍÝ>≥À^†≠ŽŽ«ΣÍÝŽ≠Í,,Σ'H

$$\text{Ogê} \ll \dagger \check{Z}'' \check{Z} \dagger \check{Z} \Sigma^{-} \check{A} \Sigma' \neq \dagger \%_{00} \Sigma \acute{Y}'' \Sigma \geq \check{Z} \dagger \%_{06} \check{Z} \check{A} \check{A} \dagger \check{Z} \Sigma \dagger \%_{06} \geq \,, \check{A} \check{A} \dagger \check{Z} \check{Z} \check{A} \Sigma' \Sigma \sim \check{A} /'' \mathbb{H}$$


Horizon Europe Call: "HORIZON -EIC-2022-PATHFINDERCHALLENGES-01-02 – Mid to Long -Term and Systems -Integrated Energy Storage"

- **Key Requirements** : Reliable supply chains for raw materials, alignment with EU energy policies, sufficient funding for commercialization.
- **Potential Barriers** : High initial production costs, resistance from fossil fuel industries, regulatory delays.
- **Mitigation Strategies:** Establishing partnerships with material suppliers, engaging in policy advocacy, and securing diversified funding sources.



Risk Identification and Mitigation

Identify potential risks and challenges that could hinder project success. Develop strategies to mitigate these risks.

1. Cluster 1: Health

- Call: "Personalized Medicine for Rare Diseases"
 - Ethical Considerations: Use of patient data, informed consent, genetic privacy.

2. Cluster 4: Digital, Industry, and Space

- Call: "Trustworthy AI for Healthcare"
 - Ethical Considerations: Bias in AI, transparency, accountability.

3. Cluster 6: Food, Bioeconomy, Agriculture, and Environment

- Call: "Sustainable Agriculture and Biodiversity"
 - Ethical Considerations: Environmental impact, animal welfare, GMO use.

Example Scenario:

Scenario: Smart energy grids in climate-neutral cities.

- Risks and Mitigation Strategies:
 - Risk: Prototype fails during testing.
 - Mitigation: Conduct rigorous validation and partner with experts.
 - Risk: Insufficient funding for scaling.
 - Mitigation: Secure additional grants and partnerships.
 - Risk: Resistance from stakeholders.
 - Mitigation: Engage stakeholders early and build trust.

Use the following ethical checklist for evaluation:

Identification of Ethical Issues: Are potential risks clearly identified?

Compliance with EU Guidelines: Does the proposal reference relevant frameworks (e.g., GDPR, Charter of Fundamental Rights)?

Mitigation Strategies: Are proposed solutions adequate and feasible?

Transparency: Is the approach to addressing ethical issues clearly explained?

\ k k] k P@I B >KA PFDKFCF@K@B LC QEB MOLGB@QsP
@L KQOF? RQFLK QL LRQ@LJ BP >KA,0 3! \$76

Q+& 6&\$7,21 ,1 ! E25,=21 B8523 & 3 52326! / 5&&56 72 7+& 29&5! // ,0 3257! 1\$& ! 1% &' &\$7,9&1 &66 2' <285 352-&\$7 ,1
\$2175,#87,1(72 7+&%&6,5&%287\$20 &6 ! 1%,0 3! \$76 2' 7+&\$! // 25352(5! 0 k

F1 7+,6 3! 572' 7+&352326! /n&9! /8! 7256 : ,// : ! 1772 81%&567! 1%7+&6\$23& ! 1%6,(1,“\$! 1\$&2' <285 352-&\$76 327&1 7,! /
72 (&1 &5! 7& 0 & 1,1('8/ 5&68/76k Q+,6 ,1\$/8%&6 ! 66&66,1(7+& 6\$! /& 2' ,0 3! \$7 Ñ2: : ,%&635& % 25 /! 5(&f6\$! /& 7+&
&' &\$76 2' 7+&352-&\$7: ,// #&Ö! 1%,76 6,(1,“\$! 1\$&Ñ+&%&(5&& 72 : +,\$+ 7+&352-&\$7: ,// ! %9! 1\$&. 12: /&% &n! %/5&66
62\$,&7! / \$+! //&1(&6n25\$5& 7&,1129! 7,216Ök

T +&1 : 5,7,1(7+,6 6&\$7,21n#&63 &\$,“ \$! 1%3529,%&\$21\$5&7&%d 7!

25 &67,0 ! 7&6 : +&5&9&5 3266,#/&k

P+2: ! \$/& 5 \$211&\$7,21 #&7: &&1 7+&2#-&\$7,9&6 2' 7+&352-&\$7n

7+& ,17&1 %&% 287\$20 &6n ! 1% 7+& #52! %&5 B8523 & 1 25 (/2#! /

(2! /6k



P@LMB > KA OBI BS > K@B LC QE B FJ M@Q

Explain how the project aligns with the expected impacts of the call and contributes to the broader goals of the Horizon Europe program (e.g., advancing science, solving societal challenges, fostering economic growth). Clarify how the project's results will be applied and by whom, whether within a specific scientific community, industry, or broader societal context.

[k>/,(10 &1 7: ,7+ BR M5,25,7,&6 ! 1%M52(5! 0 D2! /6

- BR M2/,\$< @2 17& 7mI ,1. 7+&3 52-&\$76 2#-&\$7,9&6 72 \$855&1 7BR 3 2/,\$,&6n675! 7& ,&6n! 1%3 5,25,7,&6k E25,=21 B8523 &,6 %&6,(1&%72 ! %8/5&66 7+&BRv6 5&6& 5\$+ ! 1%,1129! 7,21 3 5,25,7,&6n68\$+ ! 6 7+& B8523 &1 D5&&1 A& /n%(,7! / 75! 16'250 ! 7,21n+& /7+ ,1129! 7,21n\$/ ,0 ! 7&\$+! 1(&n2527+&5 62\$,&7! / \$+! //&1 (&6kP+2: +2: <2853 52-&\$7“ 76 ,172 21&250 25&2' 7+&64! %&5 2#-&\$7,9&6k
- @ //f63 &\$,\$ L#-&\$7,9&6mO& &5&1 \$&7+&63 &\$,\$ \$! // '253 523 26! /6 ! 1%& 3/! ,1 +2: <2853 52-&\$7 %5&\$7/< ! %8/5&66&6 7+&(2! /6 ! 1%& 3&\$7&% ,0 3! \$76 0 &1 7,21&%,1 7+&\$! //kQ+,6 0 ,(+7,1\$/8%& \$2175,#87,1(72 7&\$+12/2(,\$/! /! %8! 1\$&0 &1 76n32/,\$< ,1129! 7,21n-2# \$5& 7,21n25! %8/5&66,1(63 &\$,\$ (/2#! / \$+! //&1 (&6 Ñ8\$+ ! 6 +& /7+ \$5,6&6n&1 &5(<75! 16,7,216n25 &1 9,5210 &1 7! / 6867! ,1! #,/ ,7<Ö

P@LMB > KA OBI BS> K@B LC QEB FJ M@Q

\ kP2\$, &7! / F0 3! \$7

- Q 5(&7&%P2\$, &7! / @+! // &1 (&nF%&1 7, ' < 7+&62\$, &7! / \$+! // &1 (&<285352-&\$76&& 6 72 ! %8/5&66k@& 5/< ! 57,\$8/! 7&+2:
62/9,1(7+,6 \$+! // &1 (&,6 2' 3! 57,\$8/! 5,0 3257! 1\$&72 7+&BR 257+&: 25/%n! 1%: +<,7,6 5&89! 1772 \$,7,=&1 6n,1%8675<n
! 1%32/,\$<0 ! . &56kV28 \$28/%,1\$/8%&67! 7,67,\$6 25&9,%&1 \$&6+2: ,1(7+&,0 3257! 1\$&2' 7+&,668&N& (kn\$/,0 ! 7&,0 3! \$7n
38#/, \$ +& /7+ 1&&6n%(,7! / ,1\$/86,21Ö
- ? &1 &' 76 '25 @7,=&1 6 25 P2\$, &7< ! 7I! 5(&nB; 3/! ,1 +2: <285352-&\$7: ,// &1 %72 7! 1(,#/&#&1 &' 76 '25 62\$, &7<kQ+,6 \$28/%
,1\$/8%&7+,1(6 /, . &,0 3529&%48! / ,7<2' /,' &n! \$\$&66 72 1& 6&59,\$&6 257&\$+12/2(,&6n-2# \$5& 7,21n25#&7&5
&19,5210 &1 7! / 287\$20 &6k? &63&\$,“\$! #287: +2 : ,// #&1 &' 7i 68\$+ ! 6 98/1&5! #/&(52836n,1%8675,&6n2563&\$,“\$
(&2(5! 3+,\$! / ! 5& 6i ! 1%,1 : +! 7: ! <6k

3. Scientific and Technological Contribution

- Advancing Knowledge: Describe how your project will advance the state of the art in your field. Will it fill a critical gap in existing knowledge, offer new insights, or open up new lines of inquiry? What makes the scientific or technological contributions of your project particularly relevant or impactful?
- Innovation and Novelty: Highlight any innovative aspects of the project —whether that’s a new technology, methodology, or approach—and how it could shape future developments in the field. The novelty of your approach is crucial to demonstrating the relevance of your project within the EU's research landscape.

P@LMB>KA OBI BS>K@B LC QEB FJ M>@Q

^kB\$2120 , \$ F0 3! \$7

- B\$2120 , \$? &l &'76nB; 3/! , 1 +2: 7+&352-&\$7: ,// \$2175,#87&72 7+&B8523& 1 &\$2120 <kQ+,6 \$! 1 , 1\$/8%&67,0 8/! 7,1(1& 0 ! 5. &76n\$5& 7,1(-2#6n,0 3529,1(352%8\$7,9,7<n25! 775! \$7,1(,19&670 &l 7k@216,%&5 7+&327&l 7,! / /21(f7&50 &\$2120 , \$, 0 3! \$76 2' <285352-&\$7n#27+ %5&\$7! 1%,1%5&\$7k
- P\$! /! #,/,7<! 1%@20 0 &\$,!,/ , =! 7,21nF ! 33/, \$! #/ &n%&6\$5,#&+2: 7+&352-&\$7+! 6 7+&327&l 7,! / '25\$20 0 &\$,!,/ , =! 7,21 25 6\$! / , 1(83kE2: : ,// <2855&68/76 75! 16/! 7&,172 5& /f: 25/%! 33/, \$! 7,216n352%8\$76n256&59,\$&6 7+! 7\$28/%#&l &'7 #86,1 &66&6n,1%8675,&6n2527+&5 6&\$7256É

_kF1 7&51! 7,21! / ! 1%D/2#! / O&/&9! 1 \$&

- D/2#! / F0 3! \$7nF <285352-&\$7+! 6 ! (/2#! / %0 &l 6,21n& 3/! , 1 +2: ,7\$2175,#87&6 72 ,17&51! 7,21! / &'2576 21 \$+! //&l (&6 / , . &\$, / 0 ! 7&\$+! 1(&n+&l /7+n25%(,7! / 75! 16'250 ! 7,21kE25,=21 B8523&352-&\$76 2'7&l ! , 0 72 326,7,21 7+&BR ! 6 ! /&l %&5,1 (/2#! / \$+! //&l (&6n62 %&0 21675! 7,1(! (/2#! / , 0 3! \$725,17&51! 7,21! / \$223&5! 7,21 ! %&6 6,(1,“\$! 179! /8& 72 7+&352326! /k
- @2/// #25! 7,21 : ,7+ K21fBR M 571 &56nF 5&/&9! 17n%&6\$5,#&+2: <285352-&\$70 ! < ,192/9&,17&51! 7,21! / \$2/// #25! 7,21n &63&\$,! //<: ,7+ \$28175,&6 2876,%&7+&BRkQ+,6 6+2: 6 7+! 7<285352-&\$7+! 6 ! #52! %&5 5&/&9! 1 \$&n3! 57,\$8/! 5/< , ' 7+& ,668&#&1(! %&5&66&%+! 6 (/2#! / , 0 3/, \$! 7,216k



SCOPE AND RELEVANCE OF THE IMPACT

6. Sustainability and Long-term Impact

- **Sustainable Outcomes:** The EU is heavily focused on sustainability, so it's crucial to demonstrate how the project's impacts will be long-lasting and sustainable. Will the outcomes continue to benefit the community, industry, or research field after the project ends? Will the results help create sustainable practices or technologies?
- **Contributions to Sustainable Development Goals (SDGs):** If applicable, show how your project aligns with the United Nations' SDGs (e.g., climate action, clean energy, or sustainable cities). This will strengthen the argument for the long-term relevance and global impact of your project.

akF192/9&0 &1 72' P7! . &+2/%&56

- P7! . &+2/%&5 B1(! (&0 &1 7mB; 3/! ,1 +2: . &< 67! . &+2/%&56 Ñ&k kn
,1%8 675< 3! 57l &56n3 2/,\$<0 ! . &56nKDL 6n25 &1 %f8 6&56Ö! 5&
,192/9&%,1 7+&3 52-&\$7! 1%+2: 7+&5 1&&%6 ! 1%3 &563 &\$7,9&6 ! 5&
! %8/5&66&%kQ+,6 &1 685&6 7+! 77+&3 52-&\$72 87\$20 &6 ! 5&%5&\$7/<
5&/89! 17 72 7+26&: +2 : ,// ,0 3/&0 &1 725#&1 &'7' 520 7+&0 k
• B1 %f8 6&5 M&563 &\$7,9&m@! 5,'<+2: 7+&3 52-&\$7 5&68/76 : ,// #&
,0 3/&0 &1 7&%,1 35! \$7,\$&kT ,// 7+&< #&8 6&%#< &1 %f8 6&56n! 1%,
62n+2: É T ,// 7+&5&68/76 #&,17& 5! 7&%,1 72 & ,67,1(6<67&0 6 25
'5! 0 & 25. 6n25: ,// 7+&< 3 529,%&1& 722/6 '25 86&56 72 62/9&
63 &\$,"\$ 3 52#/&0 6É

bk>%8/5&66,1(7+&@! //&1(&6 2' P\$!/,1(25
F0 3/&0 &1 7! 7,21

- P\$! /! #,/,7<mB; 3/! ,1 +2: 7+&3 52-&\$7\$! 1 #&
6\$! /&%#&<21%7+&,1,7,! / 5&6& 5\$+ 3+! 6&k@ 1
7+&"1%1(6 #&! 33/,&%! \$52 66 ! : ,%&
(&2(5! 3+,\$! /! 5& 25,1%8 675<É T ,// 7+&
,1129! 7,216 3 52%8\$&%,1 7+&3 52-&\$7+! 9&7+&
3 27&1 7,! /'25: ,%&63 5& %! %23 7,21É Q+,6 \$28/%
!/62 ,1\$/8%&& 3/! ,1,1(+2: <28 53 52-&\$7
! %8/5&66&6 #! 55,&56 72 6\$! /,1(n68\$+ ! 6
5& 8/! 725< ,668&6 250 ! 5. &7 5& %1 &66k



? < ! % / 5 & 6 6 , 1 (7 + & 6 & ! 6 3 & \$ 7 6 n < 2 8 6 + 2 : 7 + & 8 9 ! / 8 ! 7 2 5 6
7 + ! 7 < 2 8 5 3 5 2 - & \$ 7 , 6 : & / f 3 2 6 , 7 , 2 1 & % 7 2 \$ 2 1 7 5 , # 8 7 &
0 & 1 , 1 (' 8 // < 7 2 7 + & B R \ 6 6 7 5 ! 7 & (, \$ (2 ! / 6 ! 1 % + ! 9 & ! # 5 2 ! % n
/ ! 6 7 , 1 (, 0 3 ! \$ 7 k

Q + & ' 2 \$ 8 6 6 + 2 8 / % ! / : ! < 6 # & 2 1 % & 0 2 1 6 7 5 ! 7 , 1 (# 2 7 + 7 + &
, 0 0 & % ! 7 & 5 & / 8 9 ! 1 \$ & ! 1 % 7 + & / 2 1 (f 7 & 5 0 6 , (1 , " \$! 1 \$ & 2 '
< 2 8 5 3 5 2 - & \$ 7 n & 1 6 8 5 , 1 (7 + ! 7 7 + & 6 \$ 2 3 & 2 ' 7 + & 3 5 2 - & \$ 7 ! / , (1 6
: & / : , 7 + 7 + & & 3 & \$ 7 & % 2 8 7 \$ 2 0 & 6 ! 1 % 6 2 \$, & 7 ! / \$ + ! // & 1 (& 6
2 ' 7 + & \$! // k

Q + & 3 5 2 3 2 6 ! / 6 + 2 8 / % \$ / & 5 / < 2 8 7 , 1 & 7 + & # ! 6 & , 1 & 6 n # & 1 \$ + 0 ! 5 . 6 n ! 1 % ! 6 6 8 0 3 7 , 2 1 6 8 6 & %
7 2 0 ! . & 7 + & 6 & & 6 7 , 0 ! 7 & 6 k T + & 1 & 9 & 5 3 2 6 6 , # / & n 4 8 ! 1 7 , ' < 7 + & & 3 & \$ 7 & % & ' & \$ 7 6 2 ' < 2 8 5
3 5 2 - & \$ 7 k V 2 8 6 + 2 8 / % ! / 6 2 & 3 / ! , 1 7 + & ! 6 6 8 0 3 7 , 2 1 6 0 ! % & n 5 & & 5 & 1 \$, 1 (5 & / 8 9 ! 1 7 6 7 8 % , & 6
2 5 6 7 ! 7 , 6 7 , \$ 6 ! 6 1 & & % / & % k

F 7 , 6 ! % 9 , 6 ! # / & 7 2 8 6 & ! \$ 2 1 6 , 6 7 & 1 7 0 & 7 + 2 % 2 / 2 (< ' 2 5 & 6 7 , 0 ! 7 , 1 (, 0 3 ! \$ 7 6 ! \$ 5 2 6 6 ! //
3 ! 5 7 1 & 5 6 n 5 & (, 2 1 6 n 2 5 \$ 2 8 1 7 5 , & 6 n : , 7 + ! 6 , 1 (/ & 3 ! 5 7 1 & 5 , % & // < + ! 1 % , 1 (7 + &
& 7 5 ! 3 2 / ! 7 , 2 1 k > % 9 , 7 , 2 1 ! // < n < 2 8 5 & 6 7 , 0 ! 7 & 6 6 + 2 8 / % # & 6 3 & \$, " \$ 7 2 < 2 8 5 3 5 2 - & \$ 7 ! 1 %
6 + 2 8 / % 1 2 7 \$ 2 1 6 , % & 5 7 + & & ' & \$ 7 6 2 ' 2 7 + & 5 , 1 , 7 , ! 7 , 9 & 6 k

B; ! 0 3/&mN8! 17,7! 7,9&! 1%N8! /,7! 7,9&L87\$20 &6

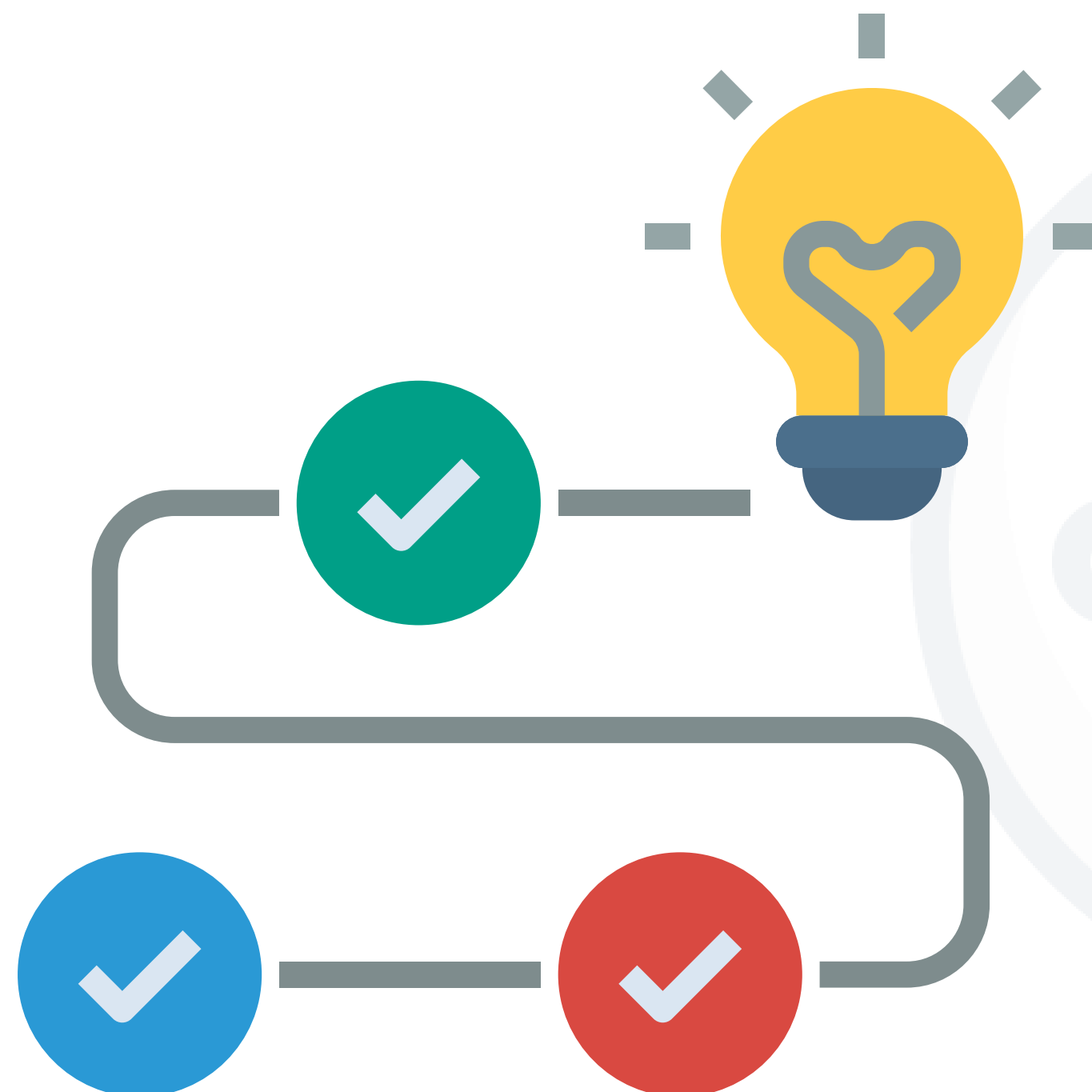
Q+&P0 ! 57T ! 7&5 P2/87,216 M2-&\$7! ,0 6 72 %&9&/23 ! 1%%&3/2<! 1 ,1129! 7,9&: ! 7&5 385,“ \$! 7,21 7&\$+12/2(<
7+! 786&6 ! %0! 1\$&%“/75! 7,21 0 ! 7&5, !/6 72 5&/8\$&\$217! 0 ,1! 176 ,1 %5,1. ,1(: ! 7&5kL85(2! / ,6 72 ,0 3529&
38#/, \$ +&! /7+n5&/8\$&: ! 7&5 6\$! 5\$,7<n! 1%3529,%&! ' '25%# /&n6867! ,1! #/&: ! 7&5 62/87,216 72 \$20 0 81,7,&6
! \$5266 B8523 &k

N8! 17,7! 7,9&L87\$20 &6m

- O&/8\$7,21 ,1 @217! 0 ,1! 17I&9&/6mQ+&1& “/75! 7,21 7&\$+12/2(< ,6 & 3&\$7&/72 5&/8\$&: ! 7&5
\$217! 0 ,1! 176 Ñ&k kn+&! 9<0 &7! /6n3&67,\$,%&n! 1%0 , \$5225(! 1,60 6Ö#<c Xç n0 &&7,1(7+&BRv6 675,1(&17
: ! 7&5 48! /,7<67! 1%# 5%6 ! 1%3529,%1(\$/&! 1&5 %5,1. ,1(: ! 7&5 72 ! 7/&! 67 _XXnXXX 3&23/&#<7+&&1%2'
7+&352-&\$7k
- @267P! 9,1(6mL8562/87,21 ,6 352-&\$7&/72 /2: &5: ! 7&5 75&! 70 &17\$2676 #<\ _ç \$20 3! 5&/72 75! %7,21! /
0 &7+2%6kQ+,6 : ,// 0 !. &,7&\$2120 , \$! //<9,! #/&'250 81,\$,3! /,7,&6n&63&\$,! //<,1 585! / 2581%&56&59&%
! 5&! 6n72 ! %2372857&\$+12/2(<n#&! &'7,1(! 3352; ,0 ! 7&5<] XXnXXX+286&+2/%6 ! \$5266 B8523 &k
- A&3/2<0 &17P\$! /&mT &! 17,\$,3! 7&,167! //,1(7+&“/75! 7,21 6<67&0 6 ,1 _X3,/27352-&\$76 ! \$5266 [XB8523 &1
\$28175,&6n6&59,1(! 727! / 2' _XXnXXX 3&23/&k>'7&5 68\$&\$&66'8/ 3,/277&67,1(n: &&67,0 ! 7&7+! 7285
7&\$+12/2(<\$28/%#&%&3/2<&%,1 29&5\ nXXX/2\$! 7,216 : ,7+,1 _ <&! 56n#&! &'7,1(! 1 &67,0 ! 7&/[X0 ,//,21
3&23/&k
- O&/8\$7,21 ,1 T ! 7&5 T ! 67&m? <,0 3529,1(“/75! 7,21 &“\$,&! \$<n2856<67&0 : ,// 5&/8\$&: ! 7&5: ! 67&,1
75&! 70 &17352\$&66&6 #<83 72 ^Xç n6! 9,1(0 ,//,216 2' /,7&56 2' : ! 7&5! 118! //<! 1%\$2175,#87,1(72 #&7&5
5&6285\$&0 ! 1! (&0 &17,1 : ! 7&5f6\$! 5\$&5&(,216k

N8! /,7! 7,9&L87\$20 &6m

- F0 3 529&%MB#/, \$ E & /7+m? < 3 529,%1(! \$\$&66 72 6! ' &5 %5,1. ,1(: ! 7&5n7+&3 52-&\$7: ,//
6,(1,“ \$! 17< ,0 3 529&38#/, \$ +& /7+ 287\$20 &6n&63&\$,! //< ,1 ! 5& 6 : ,7+ 3225: ! 7&5 48! /,7<kF7
: ,// 5&8\$&: ! 7&5#251 &%6& 6&6n#&1 &'7,1(98/1&5! #/&3238/! 7,216 68\$+ ! 6 \$+ ,/%5&1 n&%&5/<
,1%9,%8! /6n! 1%/2: f,1\$20 &\$20 0 81,7,&6k
- @20 0 81,7< B0 32: &50 &1 7mQ+&! %237,21 2' 7+,6 7&\$+12/2(<: ,// &0 32: &5/2\$! / \$20 0 81,7,&6
#< 3 529,%1(! 6867! ,1! #/&! 1%/2: f\$26762/87,21 72 7+&5: ! 7&5 385,“ \$! 7,21 1&&6kF7: ,// ! /62
5! ,6&!: ! 5&1 &66 2' : ! 7&5 \$216&59! 7,21 ! 1%48! /,7< ! 0 21(7+&(&1 &5! / 38#/, \$n' 267&5,1(0 25&
5&63216,#/&: ! 7&5 86! (&! 1%0 ! 1! (&0 &1 735! \$7,\$&6k
- B1+! 1 \$&%O&6& 5\$+ ! 1%F1 129! 7,21 mQ+,6 3 52-&\$7: ,// ! %9! 1 \$&6\$, &1 7,“ \$. 12: /&% &,1 7+&
“ &%2' : ! 7&5 385,“ \$! 7,21 n3! 57,\$8/! 5/< ,1 7+&%&9&230 &1 72' 1& “ /75! 7,21 0 ! 7&5,! /6 ! 1%7+&
! 33/, \$! 7,21 2' 1! 127&\$+12/2(<kQ+&\$2//! #25! 7,21 #&7: &&1 81,9&56,7,&6n5&6& 5\$+ ,167,787,216n
! 1%7+&35,9! 7&6&\$725: ,// 675&1(7+&1 B8523&6 326,7,21 ! 6 ! /&! %&5,1 6867! ,1! #/&: ! 7&5
7&\$+12/2(,&6k
- B19,5210 &1 7! / F0 3! \$7mQ+&3 52-&\$7: ,// \$2175,#87&72 BR 6867! ,1! #/,7< (2! /6 #< 5&8\$,1(7+&
&19,5210 &1 7! / '22735,172' : ! 7&5 385,“ \$! 7,21 3 52\$&66&6kQ+&,0 3 529&%&“ \$, &1 \$< 2' 7+&
7&\$+12/2(<: ,// 5&8\$&&1 &5(<\$21680 37,21 ! 1%\$+&0 , \$! / 86! (&n! /, (1,1(: ,7+ 7+&BRv6 D5&&1
A& / 2#-&\$7,9&6 72 3 520 27&6867! ,1! #/&! 1%&\$2f' 5,&1 %< 35! \$7,\$&6k



In conclusion, the SmartWater Solutions Project will not only achieve tangible, measurable outcomes in terms of cost savings and water quality improvements but also lead to significant social, environmental, and health benefits. These outcomes will help transform the way water is treated and consumed across Europe, ensuring long-term sustainability and resilience against water challenges.



Q+&48! 17,7! 7,9&287\$20 &6 '2\$86 21 0 & 685! #/&
5&68/76 68\$+ ! 6 \$217! 0 ,1! 175&/8\$7,21 3&5\$&1 7! (&6n
\$2676! 9,1(6n%&3/2<0 &1 76\$! /&n! 1%: ! 7&5 6! 9,1(6k

Q+&48! /,7! 7,9&287\$20 &6 +,(+/, (+7#52! %&5
#&1 &'76n68\$+ ! 6 38#/, \$ +&1 /7+ ,0 3529&0 &1 7n
\$20 0 81,7< &0 32: &50 &1 7n6\$, &1 7,“\$! %0! 1\$&0 &1 76n
! 1%&19,5210 &1 7! / 6867! ,1! #,/,7<kQ+,6 \$20 #,1! 7,21
2' #27+ 7<3&6 2' 287\$20 &6 +&/36 %&0 21675! 7&7+&
'8// ,0 3! \$72' 7+&352-&\$7k

HBV>PMB@QP

P@LMB>KA OBI BS>K@B LC QEB
FJ M@Q

B; 3/!,1 +2: 7+&352-&\$7!/,(16: ,7+
7+&& 3&\$7&%,0 3! \$76 2' 7+&\$! // ! 1%
\$2175,#87&6 72 7+4! %&5 (2! /6 2' 7+&
E25,=21 B8523&352(5! 0 Ñ&k kn
! %Ø! 1\$,1(6\$,&1 \$&n62/9,1(62\$,&7! /
\$+! //&1 (&6n'267&5,1(&\$2120 , \$
(52: 7+Ök@! 5,'<+2: 7+&352-&\$76
5&68/76: ,// #&! 33/,&%! 1%#<: +20 n
: +&7+&5: ,7+,1 ! 63&\$,“\$ 6\$,&1 7,“\$
\$20 0 81,7<n,1%8675<n25#52! %&5
62\$,&7! / \$217& 7k

QUANTITATIVE AND QUALITATIVE OUTCOMES

N8! 17,'< 7+&& 3&\$7&%
287\$20 &6: +&1 3266,#/&k
C25& ! 0 3/&n+2: 0 ! 1<
3&23/&25 &1 7,7,&6: ,//
#&1&'7'520 7+&352-&\$7É
T +! 7! 5&7+&& 3&\$7&%
7&\$+12/2(, \$! /n&\$2120 , \$n
&1 9,5210 &1 7! /n2562\$,! /
,0 3529&0 &1 76É N8! / ,7! 7,9&
%&6\$5,3 7,216 2' 7+&352-&\$76
: ,%&5 62\$,&7! / 9! /8&\$! 1
! /62 #&,0 3257! 17k

LONG-TERM BENEFITS

>66&66 7+&6867! ,1! #,/,7<
! 1%/21(f7&50 #&1&'76 2'
<285352-&\$7kE2: : ,// 7+&
5&68/76 \$217,18&72 +! 9&! 1
,0 3! \$7!'7&5 7+&352-&\$7
&1 %6É V28 0 ! <! /62 1&&%72
& 3/!,1 +2: 7+&352-&\$7
5&68/76: ,// #&6867! ,1&n
6\$! /&n25& 3! 1%&%/#&<21%
7+&,1,7,! / '81%1(3+! 6&k

HBV > PMB @ QP

INNOVATION AND NOVELTY

> % 5 & 6 + 2: < 285352 - & \$ 7 # 5, 1 (6
, 1129! 7, 9 & 62/87, 216 25129 &
! 3352! \$ + & 6 72 7 + & 7! # / & k E, (+ /, (+ 77 + &
327 & 17, ! / 75! 16' 250 ! 7, 9 & \$ + ! 1 (& 6 < 285
352 - & \$ 7 \$ 28 / % 75, ((& 5, 1 7 + & 63 & \$, " \$
" & % 256 & \$ 72 k

CONTRIBUTION TO POLICY OR REGULATION

F ! 33 /, \$! # / & n % & 6 \$ 5, # & + 2:
7 + & 352 - & \$ 7 \$ 28 / %, 1' / 8 & 1 \$ &
32 /, \$ < n 5 & (8 /! 7, 21 n 25
, 1 % 8675 < 67! 1 % 5 % 6 n! 1 % 7 + &
6 \$! / & 2' 68 \$ +, 0 3! \$ 76 k
M 52 - & \$ 76 : , 7 + 327 & 17, ! / 72
! ' & \$ 732 /, \$ < ' 5! 0 & 25. 6 ! 5 &
+, (+ / < 9! / 8 & k

J R I Q F M F B O B C C B @ Q

B9! / 8! 7 & + 2: < 285352 - & \$ 7
\$ 28 / % / & % 72, 1 % 5 & \$ 725
6 & \$ 21 % 5 < & ' & \$ 76 k C 25
& ! 0 3 / & n \$ 28 / %, 767, 0 8 /! 7 &
' 857 + & 55 & 6 & 5 \$ + n! 775! \$ 7
, 19 & 670 & 1 7 n 25 / & % 72
\$ 2 //! # 25! 7, 216 25
3! 571 & 56 +, 36 7 +! 7! 0 3 /, ' <
7 + & 352 - & \$ 76, 0 3! \$ 7 E

Example :

Scale and Significance of the Project's Contribution to the Expected Outcomes and Impacts

The GreenTech Innovators Project aims to revolutionize the renewable energy sector by developing a novel, cost-effective solar energy storage solution. The anticipated outcomes of this project will have far-reaching implications for both the renewable energy industry and the European economy as a whole.

Scope and Relevance of Impact:

This project directly aligns with the EU's commitment to achieving carbon neutrality by 2050 and the European Green Deal. By developing advanced energy storage solutions, we will address the critical challenge of integrating renewable energy sources (solar and wind) into national grids, ensuring a reliable and sustainable energy supply. The project will also support the EU's renewable energy targets by enhancing the efficiency of solar energy systems, reducing costs, and accelerating the transition to green energy.

N8! 17,7! 7,9&! 1%N8! /,7! 7,9&L87\$20 &6m

T && 3&\$77+&%&9&/230 &172' 2857&\$+12/2(<72 ,0 3529&7+&&“\$,&1\$<2' 62/! 5&1&5(<6725! (&6<67&0 6#<! 7/! 67\ Xç
\$20 3! 5&2/72 \$855&17,1%8675<67! 1%15%6kQ+,6 : ,// %5&\$7<5&68/7,1 ! 5&2/8\$7,21 2' &1&5(<6725! (&\$2676 #<] Xç n0 !. ,1(
62/! 5&1&5(<0 25&!' '25%1 #/! 1%! \$\$&66, #/! 72 #27+ 5&6,%&17, ! / ! 1%\$20 0 &5\$, ! / 86&56kL9&5 7+&\$2856&2' 7+&352-&\$7n: &
!,0 72 %&3/2<2857&\$+12/2(<,1 [X3,/27,167! /// 7,216 ! \$5266 B8523 &n#&1&“7,1(29&5 [XXnXXX+286&+2/%6 #<7+&&1%2' 7+&
352-&\$7k? &<21%7+&6&,0 0 &%! 7&287\$20 &6n: &352-&\$77+! 77+&: ,%&635& %! %237,21 2' 28562/87,21 \$28/%5&2/8\$&@L\
&0 ,66,216 #<83 72 [k_ 0 ,//,21 7216 ! 118! //<! \$5266 B8523 &#<\ X] Xk

I21(f7&50 F0 3! \$7! 1%P867! ,1! #,/7<m

Q+&352-&\$76 /21(f7&50 ,0 3! \$7: ,// #&75! 16'250 ! 7,9&n: ,7+ 7+&327&17, ! / 72 \$5&17& ! /! 67,1(6+,'7,1 7+&5&1& ! #/! &&1&5(<
6&\$725k>'7&5 7+&,1,7, ! / %&3/2<0 &173+! 6&n: &'25&6&&! 6,(1,“\$! 176\$! /,1(f83 2' 7+&7&\$+12/2(<n: ,7+ ! %237,21 &3! 1%,1(
72 27+&55& ,216 ! 1%\$28175,&6 2876,%&7+&BRkQ+&\$2676! 9,1(6 ! 1%&“\$,&1\$<,0 3529&0 &176 3529,%&2/#<285 &1&5(<
6725! (&62/87,21 : ,// %5,9& ! : ,%&635& %75! 16,7,21 72 \$/! 1n5&1& ! #/! &&1&5(<n\$2175,#87,1(72 B8523&6 #52! %&5
6867! ,1! #,/7<(2! /6kL857&\$+12/2(<: ,// 12721/<5&2/8\$&%&3&1%&1\$<21 '266,/ '8&6 #87! /62 67,0 8/! 7&,1129! 7,21 : ,7+,1
7+&&1&5(<6&\$725n'267&5,1(&\$2120 ,\$(52: 7+ ! 1%\$5&17,1(1& (5&&1 -2#6,1 7+&0 ! 18'! \$785,1(! 1%,167! /// 7,21 2'
5&1& ! #/! &&1&5(<6<67&0 6k

F1 129! 7,21 ! 1%K29&7<nQ+,6 3 52-&\$7,1 752%8\$&6 (5281%#5& . ,1(!%9! 1\$&0 &1 76 ,1 #! 77&5<
 7&\$+12/2(<! 1%&1 &5(<6725! (&0 ! 1! (&0 &1 7kL8562/87,21 ,1\$25325! 7&6 >Ff%5,9&1 !/(25,7+0 6 72
 237,0 ,=&&1 &5(<86! (&n! ' &1 785&7+! 7+! 6 127#&&1 '8//< & 3/25&%,1 \$855&1 762/! 5 &1 &5(<6725! (&
 6<67&0 6kQ+,6 ,1129! 7,21 : ,// 5&8\$&&1 &5(<: ! 67&! 1%&1+! 1\$&(5,%67! #/,7<n6&77,1(! 1 &
 #&1\$+0 ! 5. '257+&,1%8675<k

B\$2120 ,,\$! 1%D/2#! / O&&9! 1\$&mQ+&& 3 &\$7&%&\$2120 ,,\$,0 3! \$7,6 68#67! 17,! /kT &&67,0 ! 7&
 7+! 7n#<\ X] Xn7+&/! 5(&f6\$! /&%&3/2<0 &1 72' 2857&\$+12/2(<: ,// \$2175,#87&! 1 !%8/7,21! / π\
 #,/,21 72 7+&B8523 &1 5&1 & !#/&&1 &5(<0 ! 5. &7n: +,/&! /62 \$5&1 7,1(83 72] nXXX1& -2#6
 ! \$5266 7+&BRkD/2#! //<n7+&3 52-&\$7&6 5&68/76 \$28/%6&7! 1 & 67! 1%8 5%'25 &1 &5(<6725! (&n: ,7+
 327&1 7,! / ! 33/,\$! 7,216 ,1 27+&5 5&(,216 : ,7+ +,(+ 62/! 5! 1%: ,1%&1 &5(<5&6285\$&6n68\$+ ! 6 K257+
 >'5,\$! nP287+ >0 &5,\$! n! 1%>6,! k

F1 \$21\$/86,21n7+&D5&&1 Q&\$+ F1 129! 7256 M52-&\$7+! 6 7+&327&1 7,! / 72 %&,9&56,(1,“\$! 17n
 0 & 685! #/&287\$20 &6 7+! 7! %8/5&66 #27+ /2\$! / ! 1%(/2#! / \$+! //&1 (&6k? <3529,%1(6\$! /! #/&n
 6867! ,1! #/&62/87,216 72 &1 &5(<6725! (&n7+,6 3 52-&\$7: ,// \$2175,#87&68#67! 17,! //< 72 7+&BRv6
 (5&&1 75! 16,7,21n&1+! 1\$&&1 &5(<6&\$85,7<n! 1%8/5,9&&\$2120 ,,\$ (52: 7+k

T E V F P Q E F P B U > J M B O B I B S > K Q Ä



This example emphasizes the scale (i.e., the potential reach and adoption of the technology) and significance (i.e., the importance of the innovation for achieving key EU goals and broader societal benefits) of the project's contribution to expected outcomes and impacts.

It highlights the relevance of the project to EU priorities, includes specific measurable outcomes, and addresses the long-term sustainability of the project's impact.

B; ! 0 3/&m l 21(f7&50 ? &l &' 76

Q+&@5\$8/! 5? ,2 F l 129! 7,216 M52-&\$7! ,0 6 72 %&9&/23 ! 1 ,1129! 7,9&#,2: ! 67&f72f#,2&l &5(<\$219&56,21 7&\$+12/2(<7+! 7: ,//
75! 16'250 25(! 1,\$: ! 67&,172 5&l & ! #/&&l &5(<! 1%9! /8! #/&#<f3 52%8\$76kQ+&/21(f7&50 #&l &' 76 2' 7+,6 3 52-&\$7& 7&l %
#&<21%,76 ,0 0 &%! 7&287\$20 &6n: ,7+ ' ! 5f5& \$+,1(,0 3! \$76 21 &l 9,5210 &l 7! / 6867! ,1! #,/,7<n&\$2120 ,\$(52: 7+n! 1%62\$,! /
: &/f#&1(k

[kB19,5210 &l 7! / P867! ,1! #,/,7<m

- O&%8\$7,21 ,1 D5&&l+286&D! 6 B0 ,66,216mF l 7+&/21(7&50 n7+&! %237,21 2' 285#,2: ! 67&f72f#,2&l &5(<7&\$+12/2(<: ,//
\$2175,#87&72 ! 68#67! 17,! / 5&%8\$7,21 ,1 (5&&l+286&(! 6 &0 ,66,216k? <%9&57,1(25(! 1,\$: ! 67&' 520 //1% ' //6! 1%
7851,1(,7,172 #,2&l &5(<n: &&67,0 ! 7&7+! 77+&7&\$+12/2(<\$28/%5&%8\$&@L\ &0 ,66,216 #<83 72] 0 ,//,21 7216
! 118! //<! \$5266 B8 523 &#<\ X] _kQ+,6 : ,// %5&\$7/<\$2175,#87&72 7+&BRv6 \$/,0 ! 7&(2! /6 81%&5 7+&B8 523 &l 1 D5&&l
A&l / ! 1%M 5,6 >(5&&0 &l 7k
- @5\$8/! 5 B\$2120 <@2175,#87,21 mL8562/87,21 68332576 7+&75! 16,7,21 72 ! \$,5\$8/! 5 &\$2120 <#<\$ /26,1(7+&/223 21
25(! 1,\$: ! 67&kQ+&/21(f7&50 #&l &' 72' : ,%&635& %! %237,21 2' 7+,6 7&\$+12/2(<: ,// #&7+&\$5&l 7,21 2' ! 6867! ,1! #/&
: ! 67&f72f5&6285\$&0 2%&/ 7+! 75&%8\$&6 %&3 &l %&l \$&21 '266,/ '8&/6n0 ,1,0 ,=&6 : ! 67&n! 1%'267&56 5&6285\$&&' \$,&l \$<
! \$5266 ,1%8675,&6k

2. Economic Growth:

- **Job Creation:** The large-scale implementation of this technology is expected to create thousands of new green jobs in areas such as biowaste collection, bioenergy production, and the manufacturing of conversion technologies. Over the next 10 years, we estimate that the project will lead to the creation of over 5,000 direct and indirect jobs across Europe, contributing to local economies, especially in rural or underserved regions.
- **New Markets and Business Opportunities:** As the technology matures and scales, it will open up new business opportunities in the bioenergy and waste management sectors. Local businesses and municipalities will benefit from reduced energy costs and new revenue streams from the sale of bioenergy and by-products, fostering economic growth and industry diversification.

3. Social Impact:

- **Energy Security and Access:** In the long run, our technology will play a crucial role in improving energy security across Europe by diversifying the energy mix and providing a decentralized, renewable energy source. Rural communities and small municipalities that currently rely on fossil fuels or expensive energy imports will benefit from more affordable, locally produced bioenergy.
- **Improved Waste Management:** By providing a sustainable solution for managing organic waste, the project will help municipalities and industries reduce waste sent to landfills, improving local waste management practices and reducing the environmental burden of landfills. This will also help reduce the strain on public waste management systems, allowing for more efficient and sustainable waste processing in the future.

^kF1 1 29! 7,21 ! 1 %Q&\$+1 2/2(, \$! / > %9! 1 \$&0 &1 76m

- L1(2,1(Q&\$+1 2/2(, \$! / A&9&230 &1 7mQ+&. 12: /&% &(! ,1&% '520 7+&3 52-&\$7: ,// !< 7+&'2 81% 7,21 '25' 8785&,1 129! 7,21 6 ,1 7+&# ,2: ! 67&f 72 f# ,2&1 &5(< 6&\$ 72 5k> 6 7+&7&\$+1 2/2(< &92/9&6n' 857+&5 ,0 3 529&0 &1 76 ,1 &' \$,&1 \$<n\$ 267f&' &\$ 7,9&1 &66n! 1 %6\$! // # ,/ ,7< ! 5&! 1 7, \$,3! 7&%n: + , \$+ : ,// 0 ! . & ,7 ,1 \$5& 6,1(/< ! \$ \$&66 ,#/ &72 ! : , %&5 5! 1(&2' ,1 %8 675 ,&6 ! 1 %5& ,21 6kQ+&3 52-&\$7: ,// \$21 75 ,# 87&72 7+& /21(f7&50 %&9&230 &1 72' \$8 77,1(f&% &(5&&1 7&\$+1 2/2(,&6n3 26,7,21,1(B8 523 &! 6 ! (/2# ! / /& %&5 ,1 7+&# ,2&1 &5(< ! 1 %\$,5\$ 8/! 5 &\$ 21 20 < 6&\$ 72 56k
- D/2# ! / O&3 / , \$! 7,21 ! 1 %F0 3 ! \$7mT + , /& 7+&3 52-&\$7' 2 \$8 6&6 21 B8 523 &n7+&/21(f7&50 #&1 &' 76 : ,// & 7&1 %(/2# ! //< ! 6 7+&7&\$+1 2/2(< \$! 1 #&! % 3 7&% ! 1 % %&3 /2< &% ,1 2 7+&5 5& ,21 6 ' ! \$,1(6,0 ,/! 5: ! 67& ! 1 %&1 &5(< \$+ ! //&1(&6n6 8\$+ ! 6 %&9&23 ,1(\$2 81 75 ,&6 ! 1 %! 5& 6 : ,7+ + , (+ ! (5, \$8 /78 5! / : ! 67&kQ+ ,6 (/2# ! / ! 33 / , \$! # , / ,7< \$2 8 /% 75! 1 6' 250 : ! 67&0 ! 1 ! (&0 &1 7! 1 %&1 &5(< 3 52 %8 \$7,21 ,1 5& ,21 6 : ,7+ 6, (1 , " \$! 1 7# ,20 ! 66 5&6 28 5\$&6n\$ 21 75 ,# 87,1(72 68 67! ,1 ! # /& %&9&230 &1 7: 25 % , %&k

7,21m

7,21m



In this example, the long -term benefits are clearly outlined across several dimensions:

- 1.Environmental sustainability through emissions reductions and contributions to the circular economy.
- 2.Economic growth through job creation and market expansion.
- 3.Social impact by improving energy security, waste management, and local communities.
- 4.Technological innovation and the potential for ongoing advancements.
- 5.Policy influence by shaping future legislation and industry standards.

This approach helps highlight the lasting, broad impact of the project, positioning it not just as a short -term solution but as a long-term driver of positive change.

B; ! 0 3/&mF1 129! 7,21 ! 1%K29&/7<

Q+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7! ,0 6 72 %&9&/23 ! (5281%#5& . ,1(#,2: ! 67&f72f# ,2&1 &5(<\$219&56,21 7&\$+12/2(< 7+! 7
75! 16'250 6 25(! 1,\$: ! 67&,172 5&1 & ! #/&&1 &5(<! 1%9! /8! #/&#<f3 52%8\$76kQ+,6 ,1129! 7,9&! 33 52! \$+ 12721/<! %/5&66&6 7+&
(52: ,1(1&&% '256867! ,1! #/&: ! 67&0 ! 1! (&0 &1 7#87! /62 \$2175,#87&6 72 7+&BRv6 \$/,0 ! 7&(2! /6 #<3 529,%1(! 1 ! /7&51! 7,9&n
\$/&1 1 &1 &5(<6285\$&kQ+&129&/7< 2' 7+,6 3 52-&\$7! ,&6 ,1 ,76 \$20 #,1! 7,21 2' \$877,1(f&6 &# ,2/2(,\$/ / 3 52\$&66&6 : ,7+ ! %0! 1\$&%
: ! 67&f72f5&6285\$&7&\$+12/2(,&6n\$5& 7,1(! 6\$! /! #/&! 1%&“\$,&1 762/87,21 72 21&2' B8523 &6 0 2673 5&66,1(&1 9,5210 &1 7! /
\$+! //&1(&6k

[kQ&\$+12/2(,\$/ / F1 129! 7,21m

- >%0! 1\$&%? ,2: ! 67&@219&56,21 Q&\$+12/2(<mQ+&+&1 572' 7+&,1129! 7,21 ,1 7+,6 3 52-&\$7! ,&6 ,1 7+&129&/ #,2: ! 67&f72f
,2&1 &5(<\$219&56,21 3 52\$&66n: +,\$+ 86&6 ! \$20 #,1! 7,21 2' 7+&50 2\$+&0 ,\$/ /! 1%# ,2\$+&0 ,\$/ / 0 &7+2%6 72 &“\$,&1 7/< #5& .
%2: 1 25(! 1,\$: ! 67&kT +,/ &68\$+ 0 &7+2%6 +! 9&#&&1 86&%,1 6&3! 5! 7&3 52\$&66&6 #&25&n285,1129! 7,21 / ,&6 ,1 7+&5
,17&(5! 7,21 ,172 ! 6&1 0 /&66n+,(+/< &“\$,&1 76<67&0 kQ+,6 : ,// %5! 67,\$! //< ,0 3 529&&1 &5(<5&\$29&5<' 520 #,2: ! 67&n! \$+,&9,1(
\$219&56,21 5! 7&6] Xç +,(+&5 7+! 1 \$855&1 7,1%8 675< 67! 1%1 5%6k
- F1 7&(5! 7,21 : ,7+ O&1 & ! #/&B1 &5(<P<67&0 6m> 127+&5 . &< ,1129! 7,21 ,6 7+&,17&(5! 7,21 2' #,2&1 &5(<3 52%8\$&% '520 : ! 67&
%5&\$7/< ,172 & ,67,1(5&1 & ! #/&&1 &5(<6<67&0 6n68\$+ ! 6 62/! 5! 1%: ,1% '! 50 6n&1 +! 1\$,1(&1 &5(<(5,%67! #,/,7< ! 1%
'/& ,#,/,7<kQ+,6 ,1129! 7,9&! 33 52! \$+ : ,// ! //2: : ! 67&f72f&1 &5(<6<67&0 6 72 \$20 3/&0 &1 7,17&50 ,77&1 7 5&1 & ! #/&&1 &5(<
6285\$&6n&1 685,1(! 5& ,! #/&! 1%\$2167! 17 &1 &5(<6833/<n&9&1 : +&1 62/! 525: ,1%3 52%8\$7,21 ' /8\$78! 7&6k

\\ kK29&/ > 33/, \$! 7,21 2' B; ,67,1(Q&\$+12/2(,&6m

- @20 #,1! 7,21 2' ? ,2\$+&0 , \$! / ! 1%Q+&50 2\$+&0 , \$! /
M52\$&66&6m

T +,/&#,2: ! 67&,6 7<3, \$! // < 3 52\$&66&6%7+528(+ &7+&5 #,2\$+&0 , \$! /
0 &7+2%6 Ñ&k k! 1! &52#,\$ %(&67,21 Ö25 7+&50 2\$+&0 , \$! /
3 52\$&66&6 Ñ&k k! 3 < 52/< 6,6 Ñ7+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7
\$20 #,1&6 #27+ ! 33 52! \$+&6 ,172 ! 81,“ &n+,(+f&“ \$,&1 \$< 6<67&0 k
Q+,6 129&/ +<#5,%0 &7+2%6,(1,“ \$! 17/< &1+! 1\$&6 &1 &5(< <,&0%6
! 1%237,0 ,=&6 #<f3 52%8\$75&\$29&5<n5&8\$,1(29&5! // 23&5! 7,21! /
\$2676 ! 1%&19,5210 &1 7! / ,0 3! \$7k

- @5\$8/! 5 B\$2120 < J 2%&' 25 T ! 67&m

Q+&3 52-&\$7,1752%8\$&6 ! 129&n\$/26&f/223 6<67&0 7+! 7
75! 16'250 6 : ! 67&,172 12721/< &1 &5(< #87!/62 9!/8! #/&#<f
3 52%8\$76 68\$+ ! 6 #,23/! 67,\$6n' &57/,=&56n! 1%# ,2\$+! 5kQ+,6 ! /,(16
: ,7+ 7+&BRv6 2#-&\$7,9&6 72 5&8\$&5&,! 1\$&21 '266,/ 5&6285\$&6
! 1%0 ,1,0 ,=&: ! 67&n\$5&1 7,1(! 758/< \$,5\$8/! 50 2%&' 25: ! 67&
0 ! 1!(&0 &1 77+! 75&8\$&6 /! 1%“ // 86&! 1%#22676 5&6285\$&
&“ \$,&1 \$<k

3. Breakthrough in Energy Production:

- **High-Efficiency Waste -to-Energy Conversion:** Our technology will mark a breakthrough in energy production from organic waste. By increasing conversion efficiency by 30% compared to current methods, this innovation will significantly reduce the carbon footprint of waste management processes and contribute to EU climate targets. It will also enable municipalities and industries to adopt more sustainable waste management practices, reducing their dependence on traditional fossil -fuel-based energy sources.
- **Decentralized Energy Generation** : The project also explores decentralized energy generation, enabling communities and local industries to produce their own renewable energy from waste. This innovation will reduce energy transportation costs and create a more resilient and localized energy grid, addressing energy security concerns in rural and underserved regions.

$\wedge kJ ! 5. \&7! 1\%P2\$,! / F1129! 7,21m$

- $>'25\% \#/\&! 1\%P\$! /! \#/\&P2/87,21m$

$Q+\&@5\$8/! 5? ,2 F1129! 7,216 M52-\&\$7,6 \% \&6,(1\&\%72 \# \&6\$! /! \#/\&!$
 $1\%! '25\% \#/\&n0 !. ,1(,768,7! \#/\&'25! : ,\% \&5! 1(\&2'$
 $! 33/, \$! 7,216 ! \$5266 B8523 \&n'520 /! 5(\&85\#! 1 \$\&1 7\&56 72 60 ! //n$
 $585! / \$20 0 81,7,\&6k? </2: \&5,1(7+\&\$2672' : ! 67\&f72f\&1 \&5(<$
 $7\&\$+12/2(<n7+\&352-\&\$70 !. \&6 5\&1 \& ! \#/\&\&1 \&5(<! \$\&\&66,\#/\&$
 $72 ! \#52! \% \&50 ! 5. \&n3! 57,\$8/! 5/<, 1 5\&(,216 7+! 76758((/ \&: ,7+$
 $: ! 67\&\%6326! /! 1\% \&1 \&5(<6+257! (\&6k$

- $\mathbb{Q}\# @5\& 7,21 ! 1\%B\$2120 ,\$ D52: 7+m$

$Q+\&/21(f7\&50 129\&7<2' 7+,6 352-\&\$7/, \&6 ,1 ,76 327\&1 7,! / 72$
 $\$5\& 7\&! 1\& (5\&\&1 \&\$2120 < \$\&1 7\&5\&\%! 5281\% \#,2: ! 67\&$
 $5\&\$< \$/,1(! 1\% \#,2\&1 \&5(<352\%8 \$7,21kT \&\&67,0 ! 7\&7+! 7n29\&5$
 $7+\&1\& 7_ <\& 56n7+\&: ,\% \&635\& \%! \%237,21 2' 7+,6 7\&\$+12/2(<$
 $\$28/\% \$5\& 7\&29\&5 ^nXXX 1\& -2\#6 ! \$5266 B8523 \&n63! 11,1($
 $“ \&\%6 68\$+ ! 6 \#,2: ! 67\&\$2//\&\$7,21n\#,2\&1 \&5(<352\%8 \$7,21n$
 $5\&6\& 5\$+n! 1\%7\&\$+12/2(<,0 3/\& \&1 7! 7,21k$

$_kB19,5210 \&1 7! /! 1\%D/2\#! / F0 3! \$7m$

- $O\&\%8 \$7,21 ,1 D5\&\&1 +286\&D! 6 B0 ,66,216mL 1\&2' 7+\&$
 $0 267,1129! 7,9\&! 63 \&\$76 2' 7+,6 352-\&\$7,6 ,76 327\&1 7,! / 72$
 $5\&\%8 \$\&(5\&\&1 +286\&(! 6 \&0 ,66,216 \# <83 72] 0 ,//,21$
 $7216 ! 118! //<! \$5266 B8523 \&\#<\ X] XkQ+,6 : ,// \# \&$
 $! \$+,\&9\&\% \# <5\&3 /! \$,1('266,/ '8\&6 : ,7+ \#,2\&1 \&5(<! 1\%$
 $6,(1, “ \$! 17/< 5\&\%8 \$,1(0 \&7+! 1\&\&0 ,66,216 '520 /! 1\% “ //6k$
- $D/2\#! / O\&3/, \$! 7,21nQ+\&\$,5\$8/! 5! 3352! \$+ : \&! 5\&$
 $\% \&9\&/23,1(\$! 1 \# \&! \% 37\&\%72 5\&(,216 2876,\% \&B8523 \&n$
 $\&63 \&\$,! //<, 1 \$28175,\&6 : ,7+ ! \#81\% 17! (5,\$8/785! / 25$
 $25(! 1, \$: ! 67\&kQ+\&7\&\$+12/2(<v6 (/2\#! /! 33/, \$! \#,/,7<+! 6$
 $7+\&327\&1 7,! / 72 ! \%8/5\&66 : ! 67\&! 1\% \&1 \&5(< \$+! // \&1(\&6 ,1$
 $\% \&9\&/23,1(\$28175,\&6n0 !. ,1(,7! . \&< \%5,9\&5'25$
 $! \$+,\&9,1((/2\#! / 6867! ,1! \#,/,7<(2! /6k$

‘ kP\$, &1 7, “ \$! 1 % O&6&1 5\$+ F1 1 2 9! 7, 2 1 m

- >%9! 1 \$&0 &1 7, 1 ? , 2&1 &5(<mQ+&5&6&1 5\$+ ! 1 % %&9&/230 &1 7
\$21%8\$7&: , 7+, 1 7+&@5\$8/! 5? , 2 F1 1 2 9! 7, 2 1 6 M52-&\$7: , // 3 8 6+ 7+&
#281%1 5, &6 2' #, 2&1 &5(<3 52%8\$7, 2 1 n3! 57, \$8/! 5/<#<, 0 3 529, 1(7+&
&“\$, &1 \$<2' #27+ #, 2\$+&0 , \$! / ! 1 % 7+&50 2\$+&0 , \$! / 3 52\$&66&6k
Q+, 6 , 1 1 2 9! 7, 2 1 : , // /! <7+&'281%1 7, 2 1 '25'8785&! %9! 1 \$&0 &1 76 , 1
5&1 & ! #/&&1 &5(<7&\$+12/2(, &6n, 1 \$/8%1(: ! 67&f72f&1 &5(<
62/87, 2 1 6n#, 2'8&6n! 1 %6867! , 1! #/&#, 2f#! 6&0 ! 7&5, ! /6k
- @2/// #25! 7, 2 1 : , 7+ O&6&1 5\$+ F1 67, 78 7, 2 1 6mQ+&3 52-&\$7: , // #5, 1(
72(&7+&5/&1 %1(5&6&1 5\$+ , 167, 78 7, 2 1 6n81, 9&56, 7, &6n! 1 %, 1 %8675<
3! 571 &56 72 \$2/// #25! 7&21 237, 0 , =, 1(#, 2: ! 67&f72f&1 &5(<
\$219&56, 21 0 &7+2%6kQ+, 6 3! 571 &56+, 3 : , // '267&5, 1 1 2 9! 7, 2 1 n
! \$\$&/&5! 7&7+&\$20 0 &5\$, ! /, =! 7, 2 1 2' 7+&7&\$+12/2(<n! 1 %3 529, %&
9! /8! #/&%1 7! 7+! 7: , // , 1' /8&1 \$&7+&'8785&%&9&/230 &1 72' : ! 67&f
72f5&6285\$&6<67&0 6 (/2#! //<k



T E V F P Q E F P B U > J M B O B I B S > K Q Ä



Q+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7&0 3+! 6,=&6m

[K&\$+12/2(, \$! / , 1129! 7,21 : , 7+ 7+&%&0&/230 &172' ! +<#5,%
, 2: ! 67&f72f# , 2&1 &5(< \$219&56,21 352\$&66k

\ K29& ! 33/ , \$! 7,216 2' \$20 # , 1,1(& , 67,1(7&\$+12/2(, &6 , 1 1&
: ! <6n3! 57,\$8/! 5/< , 1 7+&\$217& 72' 7+&\$, 5\$8/! 5 &\$2120 <k
] k? 5& . 7+528(+6 , 1 &1 &5(< 352%8\$7,21 &“ \$, &1 \$< ! 1%

%&\$&1 75! / , =&%&1 &5(< 6<67&0 6k

^ k! ! 5. &7! 1%62\$, ! / , 1129! 7,216n , 1\$/8%1(! ' ' 25%1 # / &62/87,216
! 1%-2# \$5& 7,21k

_ k19,5210 &1 7! / , 0 3! \$7: , 7+ 68#67! 17, ! / &0 , 66,216 5&/8\$7,216
! 1%(/ 2# ! / ! 33/ , \$! # , / , 7<k

` kP\$, &1 7, “ \$, 1129! 7,21 7+528(+ ! %0! 1\$&%# , 2&1 &5(< 5&6&1 5\$+
! 1%\$5266f6&\$725 \$2/// ! #25! 7,21k

Q+ , 6 + &/36 81%&5 , 1 &7+&75! 16'250 ! 7,9&1! 785&2' 7+&352-&\$7! 1%
,76 327&1 7, ! / 72 \$5& 7&/21(f/! 67,1(n6867! , 1! # / &\$+! 1(&6 ! \$5266
0 8/7,3 / &6&\$7256k

B; ! 0 3/&m@2175,#87,21 72 M2/, \$<25 O& 8/! 7,21

Q+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7! ,0 6 72 \$5& 7&! 3,21&&5,1(#,2: ! 67&f72f#,2&1 &5(<\$219&56,21 7&\$+12/2(<7+! 7
\$2175,#87&6 6,(1,“ \$! 17/< 72 7+&B8523& 1 R1,21 6867! ,1! #,/,7< (2! /6kQ+&352-&\$76 ,1129! 7,216 ! 1%287\$20 &6 : ,// %5&\$7/<
,1'/8&1 \$&& ,67,1(! 1%'8785&BR 32/,\$,&6 ! 1%5& 8/! 7,216n3529,%1(! 6\$! /! #/&62/87,21 7+! 7! /,(16 : ,7+ 7+&B8523& 1 D5&&1
A& / ! 1%\$,5\$8/! 5 &\$2120 <35,1\$,3/&6k? <%&9&/23,1(! 35! \$7,\$! /n\$267f&' &\$7,9&n! 1%6\$! /! #/&: ! 67&f72f&1 &5(<6<67&0 n: &
6&& 72 3529,%&! \$7,21! #/&,16,(+76 ! 1%/% 7! 7+! 7: ,// +&3 6+! 3 &'8785&32/,\$<%&\$,6,216 ,1 ! 5& 6 68\$+ ! 6 : ! 67&
0 ! 1!(&0 &1 7n5&1 & ! #/&&1 &5(<n! 1%\$,0 ! 7&! \$7,21k

[k@2175,#87,21 72 BR D5&&1 A& / ! 1%@5\$8/! 5 B\$2120 <D2! /6m

- >/, (10 &1 7: ,7+ BR P867! ,1! #,/,7< L#-&\$7,9&6mQ+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7%,5&\$7/< 68332576 7+&BRv6 D5&&1 A& / #<
3520 27,1(6867! ,1! #/&: ! 67&0 ! 1!(&0 &1 735! \$7,\$&6n5&/8\$,1(\$! 5#21 &0 ,66,216n! 1%! %0! 1\$,1(7+&\$,5\$8/! 5 &\$2120 <k
L857&\$+12/2(<! %8/5&66&6 . &< (2! /6 2' 5&/8\$,1(: ! 67&n0 ,1,0 ,=,1(/! 1%*// 86&n! 1%7851,1(: ! 67&,1 72 9! /8! #/&5&6285\$&6n
,1\$/8%1(5&1 & ! #/&&1 &5(<k? <\$2175,#87,1(72 7+&6&35,25,7,&6n7+&352-&\$7: ,// ,1'/8&1 \$&32/,\$<'5! 0 & 25. 6 7+! 7
,1\$&1 7,9,=&6867! ,1! #/&,1129! 7,21n: ! 67&f72f&1 &5(<7&\$+12/2(,&6n! 1%7+&%&\$! 5#21,=! 7,21 2' 7+&&1 &5(<6&\$725k
- @5\$8/! 5 B\$2120 <I& ,6/! 7,21nQ+&BR ,6 675,9,1(72 5&/8\$&5&,! 1\$&21 '266,/ '8&/6 ! 1%75! 16,7,21 72 ! \$,5\$8/! 5 &\$2120 <kL85
352-&\$7: ,// 3529,%&! 5& /f: 25/%& ! 0 3/&2' +2: #,2: ! 67&\$! 1 #&&' &\$7,9&<\$219&57&%,1 72 #,2&1 &5(<! 1%#<f352%8\$76n
: +,\$+: ,// ,1'250 21(2,1(%6\$866,216 ! #287: ! 67&5&/8\$7,21 7! 5(&76n5&6285\$&5&\$29&5<n! 1%\$,5\$8/! 5,7<, 1 7+&BRkL85
! 3352! \$+: ,// +&3 32/,\$<0 ! . &56 6&70 25&63&\$,“ \$ 7! 5(&76 ! 1%#&1 \$+0 ! 5. 6 '25: ! 67&f72f&1 &5(<6<67&0 6n#,2&1 &5(<
352%8\$7,21n! 1%7+&86&2' #,2: ! 67&,1 7+&&1 &5(<6&\$725k

\ kF0 3! \$721 T ! 67&J ! 1! (&0 &1 7M2/,\$,&6m

- T ! 67&f72fB1 &5(< M2/,\$< A&9&/230 &1 7m

? < 3 529,1(7+&' & 6,#,/,7<2' ! 1 &“ \$,&1 7n+<#5,%#,2: ! 67&f72f#,2&1 &5(< 6<67&0 n7+&@5\$8/! 5? ,2 F1129! 7,216 M52-&\$7: ,// 3 529,%&\$58\$,! / %! 7! 72 (8,%&BR ! 1%1! 7,21! / : ! 67&0 ! 1! (&0 &1 732/,\$,&6kT &: ,// 3 529,%&32/,\$<0 ! . &56 : ,7+ &9,%&1 \$&21 7+&9,! #,/,7< ! 1%&“ \$,&1 \$<2' #,2: ! 67&\$219&56,21 7&\$+12/2(,&6n+&/3,1(7+&0 %&6,(1 32/,\$,&6 7+! 7 &1 \$285! (&,19&670 &1 7,1 6867! ,1! #/&: ! 67&0 ! 1! (&0 &1 735! \$7,\$&6kQ+,6 \$! 1 ,1\$/8%&5&9,6,1(5& 8/! 7,216 21 : ! 67&6& 5& ! 7,21n7+&75& 70 &1 72' 25(! 1,\$: ! 67&n! 1%: ! 67&f72f&1 &5(< 3/! 17! 33 529! /6k

- O& 8/! 725< O&\$20 0 &1 %! 7,216 '25I! 1%“// A,9&56,21m

I! 1%“// %9&56,21 ,6 ! . &< (2! / 2' BR : ! 67&0 ! 1! (&0 &1 732/,\$<kL 85352-&\$7: ,// %&0 21675! 7&+2: #,2: ! 67&f72f#,2&1 &5(< 6<67&0 6 \$! 1 5&/8\$&: ! 67&6&1 772 /! 1%“//6 #<%9&57,1(25(! 1,\$: ! 67&72 5&1 & ! #/&&1 &5(< 352%8\$7,21kQ+,6 : ,// 3 529,%& \$21\$5&7&%! 7! 72 68332570 25&675,1(&1 7/! 1%“// %9&56,21 7! 5(&76 ! 1%7+&%&9&/230 &1 72' 1& 5& 8/! 7,216 7+! 7,1\$&1 7,9,=& : ! 67&f72f&1 &5(< 62/87,216kQ+&352-&\$7: ,// ! /62 \$2175,#87&72 7+&BRv6 &'2576 72 0 &&75&\$<\$/,1(! 1%\$20 3267,1(7! 5(&76n '267&5,1(67521(&532/,\$,&6 '2525(! 1,\$: ! 67&5&\$<\$/,1(k

] $k @ 175, \#87, 2172$ O& ! $\# / \& B1 \& (< M2 / , \$, \& 6m$

- $> \% \theta ! 1 \$, 1 (? , 2 \& 1 \& (< O \& 8 / ! 7, 21m$

$Q + \& @ 5 \$ 8 / ! 5 ? , 2 F1129 ! 7, 216 M2 - \& \$ 7 : , // + ! 9 \& ! \% 5 \& \$ 7 , 1' / 8 \& 1 \$ \& 21 BR \# , 2 \& 1 \& (< 32 / , \$ < k ? < 3529 , 1 (7 + \& \& " \$! \$ < 2' : ! 67 \& f 72 f \& 1 \& (< 6 < 67 \& 0 6n : \& : , // 3529 , \% \& \& 9 , \% \& 1 \$ \& ' 257 + \& 1 \& \& \% 72 , 1 \$ 5 \& 6 \& 6833257' 25 \# , 2 \& 1 \& (< 62 / 87, 216 : , 7 + , 1 7 + \& BR v6 5 \& 1 \& ! \# / \& \& 1 \& (< 675 ! 7 \& , \& 6kQ + , 6 , 1 \$ / 8 \% \& 6 3529 , \% 1 (\% 7 ! 21 7 + \& \$! 5 \# 21 6 ! 9 , 1 (6n \& 1 \& (< 352 \% 8 \$ 7, 21 327 \& 1 7 , ! / n ! 1 \% \& \$ 2120 , \$ \# \& 1 \& ' 76 2' \# , 2 \& 1 \& (< \% \& 5 , 9 \& \% ' 520 : ! 67 \& kL 85 : 25. : , // + \& / 3 \$ 5 \& 7 \& ! 0 25 \& ' ! 925 ! \# / \& 5 \& 8 / ! 725 < ' 5 ! 0 \& 25. ' 25 \# , 2 \& 1 \& (< n \# , 2' 8 \& / 6n ! 1 \% \# , 2 : ! 67 \& f \% \& 5 , 9 \& \% 352 \% 8 \$ 76n \& 63 \& \$, ! // < , 1 7 + \& \$ 217 \& 72' 0 \& \& 7 , 1 (5 \& 1 \& ! \# / \& \& 1 \& (< 7 ! 5 (\& 76 6 \& 7 \# < 7 + \& BRk$

- $B1 \& (< D5 , \% F1 7 \& 5 ! 7, 21m$

$? < \% \& 0 21675 ! 7, 1 (7 + \& 327 \& 1 7 , ! / ' 25 , 17 \& 5 ! 7, 1 (: ! 67 \& f \% \& 5 , 9 \& \% \# , 2 \& 1 \& (< , 172 \& , 67 , 1 (\& 1 \& (< (5 , \% 6n 7 + \& 352 - \& \$ 7 : , // \$ 2175 , \# 87 \& 72 6 + ! 3 , 1 (32 / , \$, \& 6 7 + ! 76833257 \% \& \& 1 75 ! / , = \& \% n 5 \& 1 \& ! \# / \& \& 1 \& (< 6 < 67 \& 0 6kQ + , 6 , 1129 ! 7, 21 : , // , 1' / 8 \& 1 \$ \& BR 5 \& 8 / ! 7, 216 21 7 + \& , 17 \& 5 ! 7, 21 2' 5 \& 1 \& ! \# / \& \& 1 \& (< 6285 \$ \& 6 , 172 1 ! 7, 21 ! / (5 , \% 6n , 1 \$ / 8 \% 1 (6833257 ' 257 \& \$ + 12 / 2 (, \& 6 7 + ! 7 \& 1 + ! 1 \$ \& (5 , \% ' / \& , \# , / , 7 < ! 1 \% 67 ! \# , / , 7 n \& 1 685 , 1 (! 5 \& , ! \# / \& \& 1 \& (< 6833 / < ' 520 5 \& 1 \& ! \# / \& 6285 \$ \& 6k$

4. Regulatory Standards for Green Technologies:

- Setting Industry Standards for Waste -to-Energy Systems:

As part of this project, we will contribute to the development of industry standards for biowaste -to-bioenergy systems. By providing data on efficiency, scalability, and environmental impact, we aim to help establish best practices and certification processes for waste-to-energy technologies. These standards could be incorporated into future EU regulations governing the implementation of new green technologies, particularly in the waste management and energy sectors.

- Compliance with EU Environmental Regulations

Our project is committed to ensuring that all biowaste -to-energy processes comply with EU environmental standards. The data generated from our work will be used to influence regulations related to emissions, waste processing, and environmental impact assessments. By showcasing our technology's alignment with these regulations, we will encourage the wider adoption of similar systems and inform the development of future environmental policies.

_k@2175,#87,21 72 F17&51! 7,21! / M2/,\$< A&9&230 &17m

- D/2#! / T ! 67&J ! 1! (&0 &17! 1%? ,2&1 &5(<M2/,\$,&6m

T +,/ &7+&352-&\$7,6 '2\$86&%21 B8523 &n,76 327&17,! / '25(/2#! / ,0 3! \$7\$! 1127#&29&567! 7&4k? <%&0 21675! 7,1(7+&
&'&\$7,9&1 &66 2' : ! 67&f72f&1 &5(<62/87,216n: &! ,0 72 \$2175,#87&72 ,17&51! 7,21! / %6\$866,216 21 : ! 67&0 ! 1! (&0 &17
! 1%5&1 & ! #/ &&1 &5(<kQ+&352-&\$7\$! 1 6&59&! 6 ! 0 2%& / '25%&9&23,1(\$28175,&6 ! 1%5& ,216 : ,7+ +,(+ ! (5,\$8/785! /
: ! 67&25: ! 67&0 ! 1! (&0 &17\$+! // &1 (&6k>6 68\$+n,7: ,// 3529,%&,16,(+76 7+! 7\$28/%,1' /8&1 \$&(/2#! / 32/,\$<'5! 0 & 25. 6
'256867! ,1! #/ &&1 &5(<n: ! 67&0 ! 1! (&0 &17m! 1%\$/ ,0 ! 7&\$+! 1(&0 ,7,(! 7,21k

- @//! #25! 7,21 : ,7+ F17&51! 7,21! / ? 2%&6m

Q+&@5\$8/! 5? ,2 F1129! 7,216 M52-&\$7: ,// '267&5 \$2//! #25! 7,21 : ,7+ ,17&51! 7,21! / 25(! 1,=! 7,216n68\$+ ! 6 7+&R1,7&%
K! 7,216 B19,5210 &17M52(5! 0 0 &ÑRKBMÖ! 1%7+&F17&51! 7,21! / O&1 & ! #/ &B1&5(<>(&1 \$< ÑFOBK>Ö 72 &1 685&7+! 77+&
/ &66216 / &1 51&% '520 7+,6 352-&\$7\$2175,#87&72 7+&%&9&230 &172' (/2#! / : ! 67&0 ! 1! (&0 &17! 1%5&1 & ! #/ &&1 &5(<
32/,\$&6kQ+&6&&'2576 : ,// +&3 ! /,(1 BR ,1,7,! 7,9&6 : ,7+ (/2#! / 6867! ,1! #/,7< 7! 5(&76n68\$+ ! 6 7+26&287/,1&%,1 7+&RKv6
P867! ,1! #/ &A&9&230 &17D2! /6 ÑPAD6Ö

$\cdot kP+! 3,1(7+\&C8785\&2' B19,5210 \&17! / ! 1\%B1\&5(<M2/,\$, \&6m$

- $\cdot M2/,\$<O\&\$200 \&1\% 7,216'25 @5\$8/! 5B\$2120 <m$

$>6! 3! 572' 285\%,66\&0 ,1! 7,21675! 7\& <n: \&: ,// \&1(! (\&: ,7+ BR 32/,\$<0 ! . \&56! 1\%67! . \&+2/\% \&56$
 $723529,\% \&! \$7,21! \#/\&5\&\$200 \&1\% 7,216'25,0 3529,1(: ! 67\&f72f\&1 \&5(<32/,\$, \&6! 1\%,17\& 5! 7,1($
 $\#,2: ! 67\&,172 7+\&\$,5\$8/! 5\&\$2120 <kL85352-\&\$765\&68/76 : ,// ,1'250 '8785\&32/,\$<83\% 7\&6! 1\%$
 $\$2175,\#87\&72 7+\&BRv6 \&92/9,1(! 3352! \$+ 72 : ! 67\&0 ! 1! (\&0 \&17n5\&1 \& ! \#/\&\&1 \&5(<n! 1\%$
 $\&19,5210 \&17! / 3527\&\$7,21k$

- $\cdot M2/,\$<F1'/8 \&1 \$\&7+528(+ M/27M52-\&\$76m$

$?< ,0 3/\&0 \&17,1(3,/27352-\&\$76! \$5266 \% ' \&5\&17B8523 \&1 5\& ,216n: \&: ,// \$2//\&\$75\& /f: 25\%$
 $\% 7! 7+! 7\$! 1 \# \&86\&\%72 5\&' 1 \&32/,\$, \&6! 7/2\$! /n1! 7,21! /n! 1\%BR / \&9\&6kQ+,6 \&9,\% \&1 \$\&f\#! 6\&\%$
 $! 3352! \$+ : ,// +\&/3 \&1685\&7+! 7'8785\&5\& 8/! 7,216! 5\&35! \$7,\$! /n\&' \$,\&17n! 1\%6833257,9\&2' 1\&$
 $(5\&\&1 7\&\$+12/2(,\&6k$

T E V F P Q E F P B U > J M B O B I B S > K Q Ä



The Circular Bio Innovations Project contributes to policy and regulation in several key areas:

1. Alignment with EU Green Deal and circular economy goals, driving policy around waste -to-energy solutions.
2. Influence on waste management policies, contributing to regulations for landfill diversion and organic waste treatment.
3. Impact on renewable energy regulations, pushing for greater integration of bioenergy and decentralized energy solutions.
4. Establishment of industry standards and ensuring compliance with environmental regulations.
5. Global contributions to waste management and bioenergy policies in developing regions.
6. Shaping future EU policies with real-world data from pilot projects and stakeholder engagement.

By detailing the project's influence on policy and regulation, this section highlights how the project not only contributes to technological innovation but also shapes the regulatory and policy landscape, ensuring long-term sustainability and support for similar projects.

B; ! 0 3/&mJ 8/7,3/,&5 B' ' &\$7

Q+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7,6 %&6,(1 &%72 \$5& 7&6,(1,“\$! 17
/21(f7&50 ,0 3! \$76 7+! 7 & 7&1 %'! 5#&<21%7+&,0 0 &%! 7&6\$23 &2' 7+&
3 52-&\$7,76&'k? <%&9&/23,1(! 1%%&3/2<,1(! 1 ! %9! 1\$&%# ,2: ! 67&f72f
#,2&1 &5(<\$219&56,21 6<67&0 n7+&3 52-&\$7! ,0 6 72 75,((&5! 0 8/7,3/,&5
&' &\$77+! 7\$! 7! /<=&6 : ,%&63 5& %! %23 7,21 2' 6867! ,1! #/&3 5! \$7,\$&6
! \$5266 ,1%8 675,&6n0 81,\$,3! / ,7,&6n! 1%5&(,216kQ+,6 &' &\$7: ,// ! 0 3/, '<7+&
#&1 &'76 2' 7+&3 52-&\$7n\$5& 7,1(&\$2120 , \$n&19,5210 &1 7! /n! 1%62\$,! /
5,33/&&' &\$76 7+! 7: ,// \$217,18&72 & 3! 1%: &/ ! '7&5 7+&3 52-&\$7n6
\$20 3/&7,21k

1. Economic Multiplier Effects:

- **Job Creation and Economic Growth:** The CircularBio Innovations Project will generate significant employment opportunities across multiple sectors. We estimate that by the end of the project, over 4,000 new jobs will be created in fields such as biowaste collection, energy production, engineering, and research. These jobs will not only support local economies but also contribute to the development of green industries and the broader renewable energy sector. Additionally, the creation of a sustainable biowaste -to-bioenergy infrastructure will attract further investment in green technologies, spurring economic growth and fostering innovation in the renewable energy and waste management sectors.
- **Boost to Local Economies:** By deploying biowaste-to-energy systems in rural and urban areas, the project will stimulate local economies through the establishment of waste -to-energy plants, which will require local labor and materials. These plants will also create local markets for bioenergy products (e.g., bioplastics, fertilizers), further driving economic growth. The economic ripple effect will extend to various industries involved in the supply chain, including waste collection, transportation, construction, and the production of bioproducts.
- **Attraction of Private Investment:** The successful implementation of the technology in the project's pilot sites will demonstrate the viability of biowaste -to-bioenergy systems, attracting further private investment into the waste -to-energy sector. This influx of capital will help scale the technology, accelerate its market adoption, and create a sustainable business model that can be replicated across Europe and beyond. The multiplier effect will thus include the growth of new green businesses and the development of a self-sustaining market for bioenergy technologies.

\ kB19,5210 &17! / J 8/7,3/,&5B' &\$76m

- **O&8\$7,21 ,1 D5&&1+286&D! 6 B0 ,66,216m** < 5&3/! \$,1('266,/ '8&6 : ,7+ #,2&1 &5(<! 1%5&8\$7,1(7+&! 0 28172' : ! 67&6&1 772 /! 1%'//6n7+&@5\$8/! 5? ,2 F1129! 7,216 M52-&\$7: ,// 6,(1, "\$! 17/< /2: &5(5&&1+286&(! 6 &0 ,66,216 ! \$5266 B8523 &k Q+&%5&\$7&0 ,66,216 5&8\$7,21 '520 7+&352-&\$7,6 352-&\$7&%72 #&] 0 ,//,21 7216 ! 118! //< #< \ X] Xn#877+&0 8/7,3/,&5 &' &\$7: ,// ! 0 3/, '< 7+&6&5&68/76 ! 6 7+&7&\$+12/2(<, 6 6\$! /&%! 1%! %237&%#< 27+&50 81,\$,3! /,7,&6 ! 1%,1%8675,&6k? < ,1'/8&1 \$,1(27+&567! . &+2/%&56 72 ,0 3/&0 &1 76,0 ,/! 56<67&0 6n7+&352-&\$7: ,// \$2175,#87&72 ! \$+,&9,1(BRf: ,%&\$/,0 ! 7&(2! /6 ! 1%67,0 8/! 7&7+&75! 16,7,21 72 ! /2: f\$! 5#21 &\$2120 <k
- **@5\$8/! 5B\$2120 <>%237,21m** > 6 0 25&5&(,216 ! 1%6&\$7256 ! %237#,2: ! 67&f72f&1 &5(<6<67&0 6n7+&352-&\$7: ,// +&/3 \$! 7! /<=&7+&75! 16,7,21 72 ! \$,5\$8/! 5 &\$2120 <k Q+&\$,5\$8/! 5 &\$2120 <0 2%& 3520 27&%#< 7+&352-&\$7! 7851,1(: ! 67&,1 72 9! /8! #/ &&1 &5(<! 1%352%8\$76i : ,// ,163,5&6,0 ,/! 5,1,7,! 7,9&6 ,1 27+&5,1%8675,&6k Q+&0 8/7,3/,&5 &' &\$7: ,// &1 \$285! (& 27+&5 #86,1 &66&6 ! 1%(29&510 &1 76 72 ! %237\$,5\$8/! 5 &\$2120 <35! \$7,\$&6n68\$+ ! 6 : ! 67&0 ,1,0 ,=! 7,21n5&\$<\$/,1(n! 1% 7+&86&2' 5&1 & ! #/ &5&6285\$&6n' 857+&5 %5,9,1(&19,5210 &1 7! / 6867! ,1! #,/,7<k
- **P867! ,1! #,/,7<,1 >(5,\$8/785&m** < 352%8\$7,1(#,2' &57,/,=&56 ! 1%# ,2\$+! 5! 6 #<f352%8\$76 2' 7+&#,2: ! 67&f72f&1 &5(<352\$&66n 7+&352-&\$7: ,// 68332576867! ,1! #/ &! (5,\$8/785! / 35! \$7,\$&6k Q+&: ,%&635& %! %237,21 2' 7+&6&#<f352%8\$76 : ,// 5&8\$& 7+&1 &&% '25\$+&0 ,\$/ ' &57,/,=&56n7+86 /2: &5,1(7+&&19,5210 &1 7! / ,0 3! \$72' ! (5,\$8/785&k Q+&0 8/7,3/,&5 &' &\$7,1 7+&! (5,\$8/785! / 6&\$725: ,// ,1\$/8%&,0 3529&0 &1 76 ,1 62,/ +& /7+n,1\$5& 6&%\$523 <,&%6n! 1%! 5&8\$7,21 ,1 7+&&19,5210 &1 7! / '22735,172' '22%352%8\$7,21k

] kP2\$,!/ J 8/7,3/,&5 B' &\$76m

- F0 3 529&%MB#/, \$ E & /7+mQ+&@5\$8/! 5?** ,2 F1 129! 7,216 M52-&\$7: ,// \$2175,#87&72 ,0 3 529&%38#/, \$ +& /7+ #< 5&%8\$,1(! ,532//87,21n,0 3 529,1(: ! 67&0 ! 1! (&0 &1 76<67&0 6n! 1%3 529,%1(\$/ &1 &5 &1 &5(<k>6 7+& 3 52-&\$76\$! /&6 ! 1%#,2: ! 67&f72f&1 &5(<3/! 176 ! 5&%&3/2<&%,1 0 25&\$20 0 81,7,&6n7+&<: ,// +&3 5&%8\$& +! 50 '8/ &0 ,66,216 '520 /! 1%'//6n: +,\$+ ! 5& ! 6,(1,“\$! 176285&\$2' 0 &7+! 1& ! 1%3! 57,\$8/! 7&0 ! 77&1kQ+,6 : ,// /&1 %72 \$/ &1 &5! ,5! 1%! 5&%8\$7,21 ,1 +& /7+ ,668&6 5& ! 7&%72 3225! ,548! / ,7<n68\$+ ! 6 5&63,5! 725< %6&1 6&6n! 67+0 ! n! 1%\$! 5%29! 6\$8/! 53 52#/&0 6k
- B1+! 1\$&%@20 0 81,7< B1(! (&0 &1 7! 1%>: ! 5&1 &66mQ+&3 52-&\$7: ,// 3 520 27&\$20 0 81,7< ,192/9&0 &1 7,1 : ! 67&0 ! 1! (&0 &1 7! 1%6867! ,1! #,/,7< &'2576k>6 3! 572' ,76 2875& \$+ 675! 7&(<n7+&3 52-&\$7: ,// &1(! (& /2\$! / \$20 0 81,7,&6 ,1 7+&#&1 &'76 2' #,2: ! 67&5&\$<\$/,1(n&1 &5(<3 52%8\$7,21n! 1%7+&\$,5\$8/! 5 &\$2120 <k Q+,6 &1(! (&0 &1 7: ,// '267&5! %&&3 &581%&567! 1%,1(2' 6867! ,1! #,/,7< ,668&6 ! 1%&1 \$285! (&27+&5 \$20 0 81,7,&6 72 ,0 3/&0 &1 76,0 ,/! 562/87,216n! 0 3/, '<,1(7+&62\$,!/ ,0 3! \$72' 7+&3 52-&\$7k**
- F1 \$5&1 6&%B1 &5(<>\$&&66m? <3 529,%1(%&\$&1 75! /,=&%: ! 67&f72f&1 &5(<62/87,216n7+&3 52-&\$7: ,// ,0 3 529& &1 &5(<! \$&&66 ,1 5&0 27&! 1%81%&56&59&%5&(,216n3! 57,\$8/! 5/< ,1 585! / ! 5&1 6 7+! 72' 7&1 '! \$&&1 &5(< 6833/<\$+! //&1(&6kQ+&0 8/7,3/,&5 &'&\$7: ,// & 7&1 %72 &1+! 1\$,1(/2\$! / &1 &5(<5&6,/,&1 \$&n&1 ! #/,1(\$20 0 81,7,&6 72 #&\$20 &0 25&6&'f68'“\$,&1 7,1 7+&5 &1 &5(<3 52%8\$7,21 ! 1%5&%8\$,1(%&3 &1 %&1 \$&21 \$&1 75! /,=&% '266,/ '8&f#! 6&%&1 &5(<6<67&0 6k**

4. Technological Multiplier Effects:

- **Scalability and Replication:** The CircularBio Innovations Project is designed with scalability in mind, meaning that once the technology has been proven successful in pilot sites, it can be replicated in a wide range of settings across Europe and globally. The success of the pilot plants will serve as a model for other regions and industries to implement similar biowaste - to-bioenergy solutions. This scalability ensures that the project's benefits will multiply as the technology is deployed in more locations, ultimately transforming the waste management and energy sectors.
- **Technological Transfer and Knowledge Sharing:** The project will create a multiplier effect through knowledge transfer and collaboration with other organizations, research institutions, and industries. By sharing lessons learned, best practices, and data, the project will facilitate the adoption of similar technologies in other sectors, such as bioplastics, biofuels, and energy storage. This transfer of knowledge will accelerate innovation and lead to further breakthroughs in waste -to-resource technologies.

^kQ&\$+12/2(, \$! / J 8/7,3/, &5 B' ' &\$76m

- P\$! /! #,/,7< ! 1%O&3/, \$! 7,21mQ+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7,6 %&6,(1&%: ,7+ 6\$! /! #,/,7< ,1 0 ,1% n**
 0 & 1,1(7+! 721\$&7+&7&\$+12/2(<+! 6 #&&1 3529&1 68\$\$&66'8/ ,1 3,/276,7&6n,7\$! 1 #&5&3/, \$! 7&%,1
 ! : ,%&5! 1(&2' 6&7,1(6 ! \$5266 B8523 & ! 1%(/2#! //<kQ+&68\$\$&66 2' 7+&3,/273/! 176 : ,// 6&59&! 6!
 0 2%&' 2527+&55&(,216 ! 1%,1%8675,&6 72 ,0 3/&0 &1 76,0 ,/! 5#,2: ! 67&f72f#,2&1 &5(<62/87,216kQ+,6
 6\$! /! #,/,7< &1 685&6 7+! 77+&352-&\$76 #&1 &'76 : ,// 0 8/7,3/< ! 6 7+&7&\$+12/2(< ,6 %&3/2<&%,1 0 25&
 /2\$! 7,216n8/7,0 ! 7&<75! 16'250 ,1(7+&: ! 67&0 ! 1! (&0 &1 7! 1%&1 &5(<6&\$7256k
- Q&\$+12/2(, \$! / Q5! 16' &5 ! 1%H12: /&% &P+! 5,1(mQ+&352-&\$7: ,// \$5&1 7&! 0 8/7,3/, &5 &' &\$77+528(+**
 . 12: /&% &75! 16' &5 ! 1%\$2//! #25! 7,21 : ,7+ 27+&525(! 1,=! 7,216n5&6&1 5\$+ ,167,787,216n! 1%
 ,1%8675,&6k? <6+! 5,1(/&66216 /&1 51&%n#&6735! \$7,\$&6n! 1%&d 7! n7+&352-&\$7: ,// ' ! \$,/,7! 7&7+&
 ! %237,21 2' 6,0 ,/! 57&\$+12/2(,&6 ,1 27+&56&\$7256n68\$+ ! 6 #,23/! 67,\$6n#,2'8&/6n! 1%&1 &5(<6725! (&k
 Q+,6 75! 16' &52' . 12: /&% &: ,// ! \$\$&/&5! 7&,1129! 7,21 ! 1%/&1 %72 '857+&5#5& . 7+528(+6 ,1 : ! 67&f
 72f5&6285\$&7&\$+12/2(,&6k

_kM2/,\$<! 1%O&(8/! 725<J 8/7,3/,&5 B' ' &\$76m

- F1 63,5,1(M2/,\$<>%237,21mQ+&@5\$8/! 5? ,2 F1 129! 7,216 M52-&\$7: ,// 3529,%&5&1 /f: 25/%%d 7! ! 1%**
\$! 6&678%,&6 7+! 7\$! 1 ,1'/8&1 \$&1! 7,21! / ! 1%BRf/&9& 32/,\$<\$+! 1(&6k>6 7+&7&\$+12/2(<
3529&6 &' &\$7,9&n(29&510 &1 76 0 ! < ,1752%8\$&32/,\$,&6 72 ,1\$&1 7,9,=&7+&! %237,21 2' #,2: ! 67&f
72f&1 &5(<6<67&0 6n68\$+ ! 6 68#6,%&6n7! ; #5&1 . 6n! 1%(5&&1 &1 &5(<\$&57,“ \$! 7&6kQ+&352-&\$7
: ,// ! /62 +&/3 6+! 3&5&(8/! 7,216 ! 5281%: ! 67&0 ! 1! (&0 &1 7n5&1 & ! #/&&1 &5(<n! 1%\$,5\$8/! 5
&\$2120 <67! 1%d 5%6n\$5&1 7,1(! 0 8/7,3/,&5 &' &\$77+! 7,1'/8&1 \$&6 32/,\$,&6 #&<21%7+&352-&\$76
25,(,1! / 6\$23 &k
- @5&1 7,1(F1 %8675<P7! 1%d 5%6m? <%&0 21675! 7,1(7+&&“ \$,&1 \$<! 1%&19,5210 &1 7! / #&1 &' 76 2'**
#,2: ! 67&f72f&1 &5(<7&\$+12/2(,&6n7+&352-&\$7: ,// +&/3 &67! #/,6+ ,1%8675<67! 1%d 5%6 '25: ! 67&f
72f&1 &5(<6<67&0 6kQ+&6&67! 1%d 5%6 : ,// 6&59&! 6 ! 5& &5&1 \$&32,17'25'8785&352-&\$76 ! 1%
,19&670 &1 76n! \$\$&/&5! 7,1(7+&: ,%&635&1 %! %237,21 2' 6,0 ,/! 57&\$+12/2(,&6 ! \$5266 B8523&! 1%
#&<21%k

T E V F P Q E F P B U > J M B O B I B S > K Q Ä



Q+&@5\$8/! 5?,2 F1 129! 7,216 M52-&\$7%&0 21675! 7&6!
0 8/7,3/,&5 &' &\$7,1 9! 5,286 %0 &1 6,216m

[k\$2120 , \$, 0 3! \$7n7+528(+ -2# \$5& 7,21n/2\$! / &\$2120 , \$
(52: 7+n! 1%35,9! 7&,19&670 &1 7k
\ k19,5210 &1 7! / , 0 3! \$7n: , 7+ &1 +! 1\$&%6867! , 1! # , / , 7<n
&0 , 66,216 5&/8\$7,21n! 1%\$,5\$8/! 5 &\$2120 <! %237,21k
] kP2\$,! / , 0 3! \$7n,0 3529,1(38#/, \$ +& / 7+n\$20 0 81,7<
&1 (! (&0 &1 7n! 1%&1 &5(<! \$\$&66k
^ kQ&\$+12/2(, \$! / , 0 3! \$7n'267&5,1(6\$! / ! # , / , 7<n5&3/, \$! 7,21n
! 1%. 12: / &% &6+! 5,1(k
_ kM2/, \$ <! 1%5&(8/! 725<, 0 3! \$7n%5,9,1(32/, \$ <! %237,21n
\$5& 7,1(, 1%8675< 67! 1%8 5%6n! 1%6+! 3,1(' 8785&
5&(8/! 7,216k

? < &0 3+! 6,=,1(7+&6&0 8/7,3/,&5 &' &\$76n7+&352-&\$76+2: 6
+2: , 76 5&68/76 : , // 635& %'! 5#&<21%7+&, 0 0 &%! 7&
287\$20 &6n/& %1(72 : , %&635& %n/! 67,1(#&1 &' 76 ! \$5266
6&\$7256n5& , 216n! 1%, 1%8675,&6k

$s \sum \dot{Y} \dot{A} \Sigma, \Sigma \% \dot{Z}' \dot{\dagger} \% \dot{\infty} p \dot{I} \dot{Z} \Sigma \% \dot{Z} \dot{A} \dot{\dagger} \dot{+} \dot{\dagger} \dot{\sim} \dot{A} \Sigma \dot{\sim} \dot{Z}$
 $e \dot{Y} \dot{Z} \neq \dot{I} \text{,,} \Sigma \dot{\dagger} \% \dot{\infty} I \text{,,} \wedge \dot{\dagger} \neq \dot{Z}'$

$e \sim \dot{\Sigma} \neq \dot{Z} \dot{A} \dot{\Sigma} \dot{g} \% \dot{\dagger} \dot{>} \dot{C} \dot{A} \dot{\sim} \dot{Z} \dot{\ll} \Sigma \Sigma \dot{s} \dot{Z} \Sigma \% \dot{Z} \dot{\dagger} \% \dot{\infty} \dot{\sim} \dot{A} \% \dot{A} \neq \dot{\dagger} \% \dot{\neq} \Sigma \dot{I} \dot{;} \dot{\dagger} \wedge \dot{\sim} \dot{I} \dot{\Sigma} \neq \dot{Z} \dot{u} \neq \dot{I} \% \dot{Z} \dot{A} \dot{Y} \dot{Z} \dot{A} \% \dot{\infty} \dot{Z} \dot{\sim} \dot{I} \dot{\dagger} \geq \Sigma$
 $\dot{\sim} \dot{I} \neq \dot{A} \dot{Z} \dot{\dagger} \dot{>} \dot{G} \Sigma \% \dot{3} \dot{4} \dot{A} \dot{I} \% \dot{\infty} \Sigma \% \dot{Z} \dot{\dagger} \dot{>} \dot{G} \dot{\dagger} \% \dot{\infty} \Sigma \neq \dot{I} \% \dot{b} \text{,,} \dot{A} \dot{\neq} \dot{I} \dot{Y} \dot{Z} \neq \dot{I} \text{,,} \Sigma \dot{g}$
 $I \% \dot{\infty} \dot{Z} \dot{Y} \neq \dot{Z} \dot{A} \% \dot{\infty} \dot{g}$

$\dot{N} \dot{g} \Sigma \dot{e} \% \dot{\Sigma} \dot{Z} \dot{\ll} \Sigma \wedge \dot{\sim} \dot{I} \dot{\Sigma} \neq \dot{Z} \dot{u} \dot{\sim} \neq \dot{\dagger} \dot{>} \Sigma \dot{g} \dot{e} \ll \dot{\dagger} \dot{Z} \dot{-} \dot{\Sigma} \dot{I} \dot{-} \dot{\dagger} \wedge \ll \dot{A} \dot{G} \dot{\Sigma} \neq \dot{Z} \dot{\sim} \dot{\dagger} \dot{>} \dot{G} \dot{\sim} \geq \Sigma, \dot{I} \dot{-} \dot{\dagger} \wedge \ll \dot{A} \dot{\sim} \Sigma \dot{\dagger} \neq \ll F \dot{A} \dot{Z} \dot{\ll} \Sigma$
 $\wedge \dot{\sim} \dot{I} \dot{\Sigma} \neq \dot{Z} \dot{\ll} \dot{\dagger} \dot{3} \dot{4} \dot{\Sigma} \dot{H}$

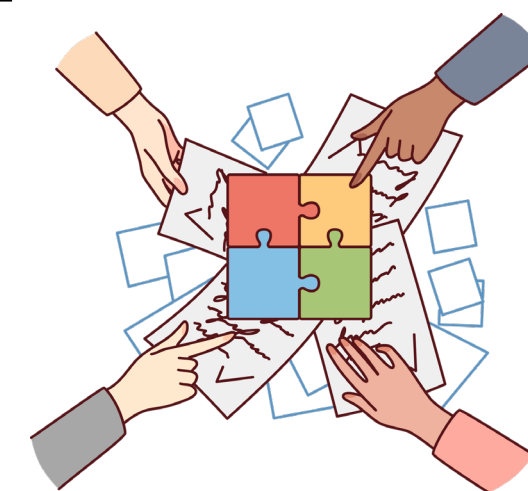
$\dot{n} \dot{g} \dot{\sim} \dot{\sim} \dot{\Sigma} \dot{\sim} \dot{Z} \dot{\ll} \Sigma \dot{\sim} \dot{A} \% \dot{A} \neq \dot{\dagger} \% \dot{\neq} \Sigma \dot{I} \dot{;} \dot{Z} \dot{\ll} \Sigma \dot{A} \wedge \dot{\dagger} \neq \dot{Z} \dot{g} F \dot{I} F \geq \dot{I} \dot{\Sigma} \dot{Z} \dot{\ll} \Sigma \wedge \dot{\sim} \dot{I} \dot{\Sigma} \neq \dot{Z} \neq \dot{I} \% \dot{Z} \dot{A} \dot{Y} \dot{Z} \dot{\Sigma} \dot{Z} \dot{Z} \dot{\ll} \Sigma 6 \dot{N} \dot{u}$
 $\dot{\sim} \dot{Z} \dot{\dagger} \dot{Z} \dot{\Sigma} \dot{-} \dot{A} \dot{-} \dot{I} \dot{\dagger} \dot{>} \dot{\dagger} \% \dot{\infty} \wedge \dot{I} \dot{>} \dot{A} \dot{C} \dot{\sim} \dot{A} \dot{\sim} \dot{A} \dot{\Sigma} \dot{H}$

$\dot{O} \dot{g} \% \dot{\infty} F \Sigma \dot{Z} \dot{\ll} \Sigma \dot{;} \dot{I} \dot{>} \dot{I} F \dot{A} \dot{\sim} / \Sigma \dot{C} \dot{-} \dot{Y} \dot{\Sigma} \dot{Z} \dot{A} \% \dot{\infty} \dot{g}$

$\dot{e} \ll \dot{\dagger} \dot{Z} \dot{A} \dot{Z} \dot{\ll} \Sigma \Sigma \dot{s} \wedge \Sigma \neq \dot{Z} \dot{\geq} \dot{\sim} \neq \dot{\dagger} \dot{>} \Sigma \dot{I} \dot{;} \dot{\dagger} \geq \dot{I} \wedge \dot{Z} \dot{A} \% \dot{o} \dot{\Sigma} \dot{-} \dot{A} \% \dot{\dagger} \dot{>} \dot{G} \% \dot{\dagger} \dot{Z} \dot{A} \% \dot{\dagger} \dot{>} \dot{G} 6 \dot{N} \dot{J} F \dot{A} \dot{\Sigma} \dot{G} \dot{>} \dot{I} \dot{\sim} \dot{\dagger} \dot{>} \dot{I} \dot{H}$
 $F \dot{I} F \geq \dot{I} \dot{\Sigma} \dot{Z} \dot{\ll} \Sigma \wedge \dot{\sim} \dot{I} \dot{\Sigma} \neq \dot{Z} \dot{\dagger} \dot{>} \dot{A} \% \dot{o} F \dot{A} \dot{\ll} / \Sigma \dot{C} 6 \dot{N} \wedge \dot{I} \dot{>} \dot{A} \dot{C} \dot{\sim} \dot{A} \dot{\sim} \dot{A} \dot{\Sigma} \dot{I} \dot{\Sigma} \dot{g} \dot{-} \dot{g} \dot{A} \dot{\sim} \Sigma \Sigma \% \dot{\infty} 2 \Sigma \dot{\dagger} \dot{>} \dot{G} 2 \dot{A} \dot{A} \dot{\dagger} \dot{>} \dot{\sim} \dot{\dagger} \% \dot{\infty} \dot{A} \dot{A} \% \dot{G} F \Sigma \dot{\dagger} \dot{>} \dot{Z} \dot{\ll} s \Sigma \dot{A} \dot{A} \% \dot{\neq} \Sigma \dot{H}$

$\dot{e} \ll \dot{\dagger} \dot{Z} \text{,,} \Sigma \dot{\dagger} \dot{\sim} \dot{Y} \dot{\dagger} \dot{\sim} \dot{>} \Sigma \neq \ll \dot{\dagger} \% \dot{\sim} \Sigma \dot{I} \dot{\sim} \dot{A} \wedge \dot{\sim} \dot{I} \dot{3} \dot{4} \dot{\Sigma}, \Sigma \% \dot{Z}' F \dot{A} \dot{\sim} \dot{\Sigma} \Sigma \dot{3} \dot{4} \dot{A} \Sigma \% \dot{Z} \dot{I} \dot{3} \dot{4} \dot{\Sigma} \dot{Z} \dot{A} \dot{\Sigma} \dot{H}$

**TEAM
WORK**



- $$w \neq \dagger \succ \Sigma \dot{g} \sim \langle \Sigma \wedge \neg \dot{I} \Diamond \Sigma \neq \check{Z} \check{Z} \dagger \neg \Sigma \check{Z}' \ 6 \check{N} \hat{J} F \ \grave{A} \Sigma \dagger \geq \dot{I} \wedge \check{Z} \check{A} \% \dot{G} F \ \check{A} \check{Z} \check{Z} \wedge \neg \dot{I} \check{Z} \Sigma \% \check{Z} \check{A} \rangle \neg \dot{I} \neg \dagger \rangle$$

$$\dagger \wedge \wedge \succ \grave{A} \neq \dagger \check{Z} \check{A} \% \dot{A} \dot{A} \dot{Z} \check{Z} \check{Z} \Sigma \Sigma \% \dot{\Sigma} \neg \dot{C} \neg \Sigma \neq \check{Z} \neg \hat{g}$$
- $$w \grave{A} \% \dot{A} \neq \dagger \% \neq \Sigma \dot{g}, \ \dot{I} \% \check{Z} \grave{A} \ \acute{Y} \check{Z} \Sigma \geq \grave{A} \Sigma \neq \check{Z} \dot{C} \check{Z} \ \check{Z} \check{Z} \Sigma \ 6 \acute{Y} \neg \dot{I} \wedge \Sigma \dagger \% \dot{A} \neg \Sigma \Sigma \% \dot{A} \Sigma \dagger \rangle \neg \dot{C}$$

$$\Sigma \% \dot{A} \dagger \% \neq \dot{A} \dot{A} \dot{A} \neg \Sigma \% \dot{\Sigma} F \ \dagger \neg \succ \Sigma \Sigma \% \dot{\Sigma} \neg \dot{C} \ \grave{A} \dot{A} \check{Z} \Sigma \neg \neg \dagger \check{Z} \check{A} \% \dot{A} \dagger \% \dot{A} \neg \Sigma \geq \acute{Y} \neq \dot{A} \dot{A} \dot{A} \geq \Sigma \ \Sigma \% \dot{A} \Sigma \% \neq \dot{C} \dot{I} \% \dot{A}$$

$$\dot{I} \neg \neg \grave{A} \dot{I} \acute{Y} \Sigma \rangle \hat{g}$$
- $$\wedge \Sigma \dagger \neg \acute{Y} \dagger \neg \succ \Sigma I, \ \wedge \dagger \neq \check{Z} \dot{g} + \dot{C} \check{n} \check{n} \check{O} \check{R} \check{G} \check{Z} \check{Z} \check{Z} \Sigma \wedge \neg \dot{I} \Diamond \Sigma \neq \check{Z} \dagger \grave{A} \neg \check{Z} \neg \Sigma \geq \acute{Y} \neq \Sigma \Sigma \% \dot{\Sigma} \neg \dot{C}$$

$$\neg \check{Z} \neg \dagger \neg \Sigma \neq \dot{I} \neg \check{Z}' \neg \dot{C} \check{o} \check{n} N \dagger \% \dot{A} \neg \wedge \neg \dot{I} \ 3/4 \Sigma \neg \neg \grave{A} \neg \check{Z} \dagger \neg \grave{A} \check{X} \dot{C} \neg \dot{C} \check{n} \check{R} N \dot{G} \dagger \neq \neg \Sigma \rangle \Sigma \dagger \check{Z} \dot{A} \dot{A} \dot{A}$$

$$\check{Z} \check{Z} \Sigma \check{Z} \dagger \% \dot{A} \check{X} \check{A} \% \dot{Z} \dagger \geq \Sigma \neq \dagger \neg \neg \dot{I} \% \dot{A} \Sigma \geq \Sigma \% \dot{\Sigma} \neg \dot{C} \neg \dot{C} \neg \check{Z} \Sigma, \ \hat{g}$$

\ k J B > PROBP QL
J > UFJ FPB FJ M > @Q

T +! 7,6 &9! /8! 7&%81%&5
6&\$7,21 \ k É

B9! /8! 7,21 \$5,7&5,21mP8,7! #,/,7<! 1%48! /,7<2' 7+&
0 & 685&6 72 0 !; ,0 ,6&& 3&\$7&%287\$20 &6! 1%
,0 3! \$76n! 6 6&7287,1 7+&%66&0 ,1! 7,21 ! 1%
& 3/2,7! 7,21 3/! 1n,1\$/8%1(\$20 0 81,\$! 7,21k



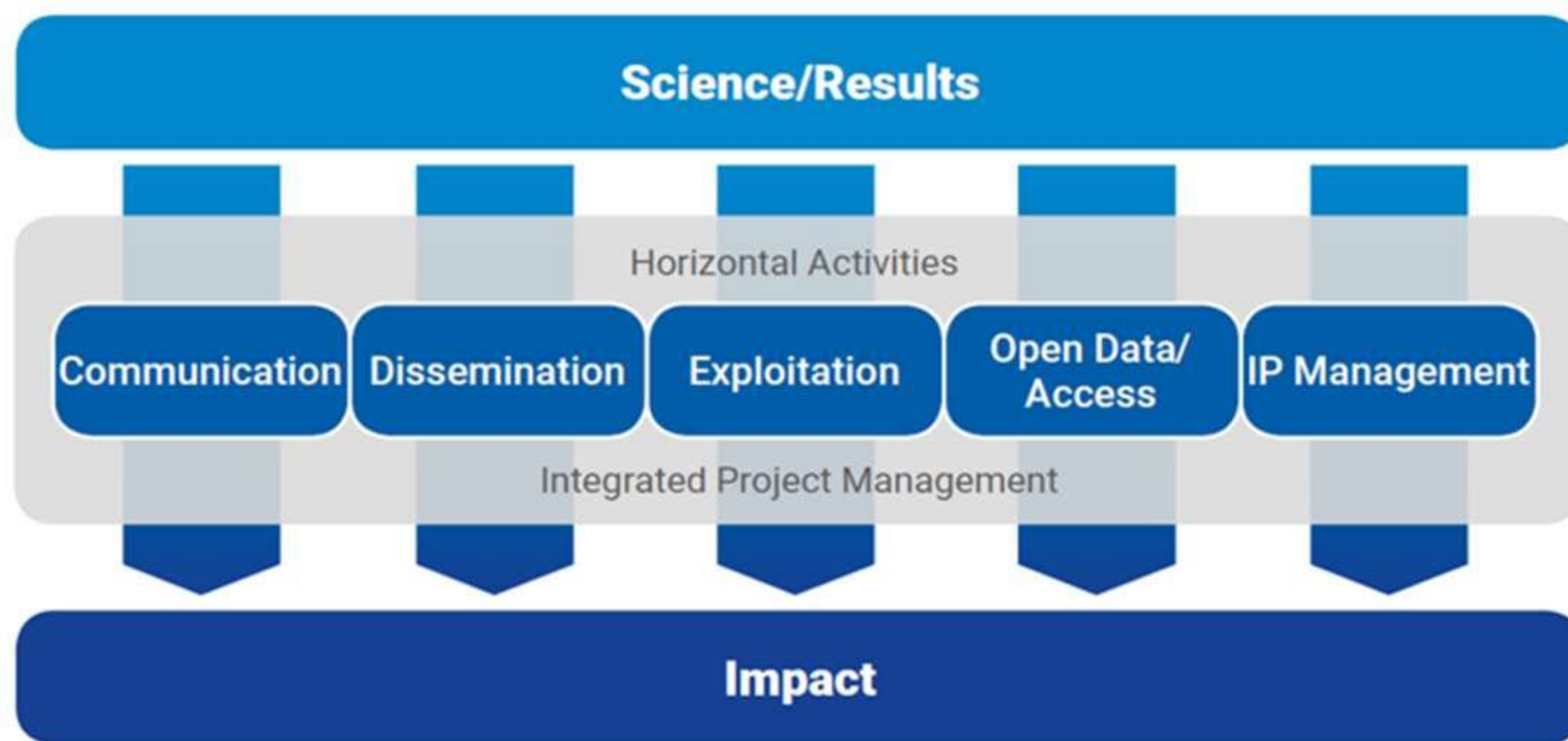
Why dissemination, communication,
exploitation, IPR
are connected to **Impact**?



RM K ? VCK Q C
CK N? A R

Horizon Europe – Pathway to Impact

Keeping track of communication, dissemination and exploitation means keeping track of your project!

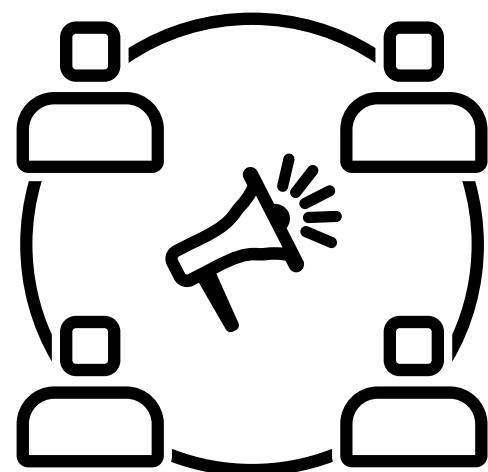


SUBSECTION, 2.2., ALSO REFERS TO MANAGEMENT AND
OPEN ACCESS THIS PART SHOULD BE PART OF
METHODOLOGY.



LMBK > @BPP $\neq$

OPEN
SCIENCE

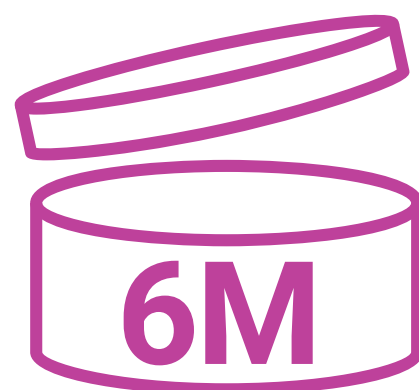
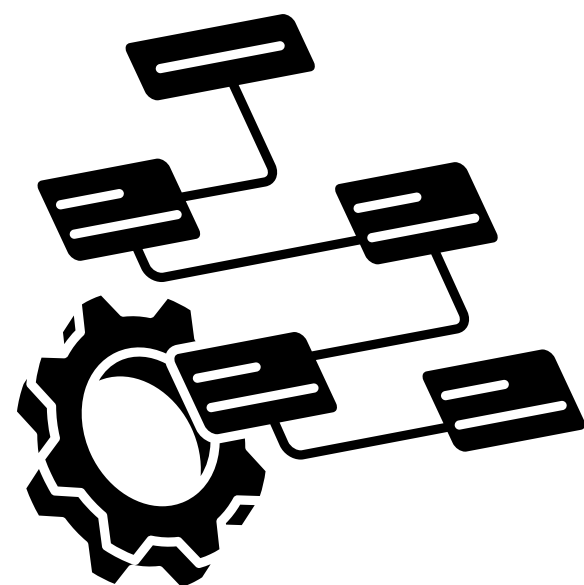


Q+&! 33/, \$! 7,21 '250 ! 6. 6'25! **Ö5679&56,21 2' <285**
r3/! 1 '257+&%966&0 ,1! 7,21 ! 1%& 3/2,7! 7,21
,1\$/8%1(\$20 0 81,\$! 7,21 ! \$7,9,7,&6sk



QEBBUPQBK@BLCQEP M>K FP>K>AJ FPPF? FI FQV
\$21%7,21n81/&66 7+&: 25. 352(5! 0 0 &723,\$ & 3/,\$,7/<
67! 7&6 27+&5: ,6&
Ä' <285352326! / %2&6 1273529,%&,7n,7: ,// 127#&&9&1
! %0 ,7&%'25 &9! /8! 7,21&

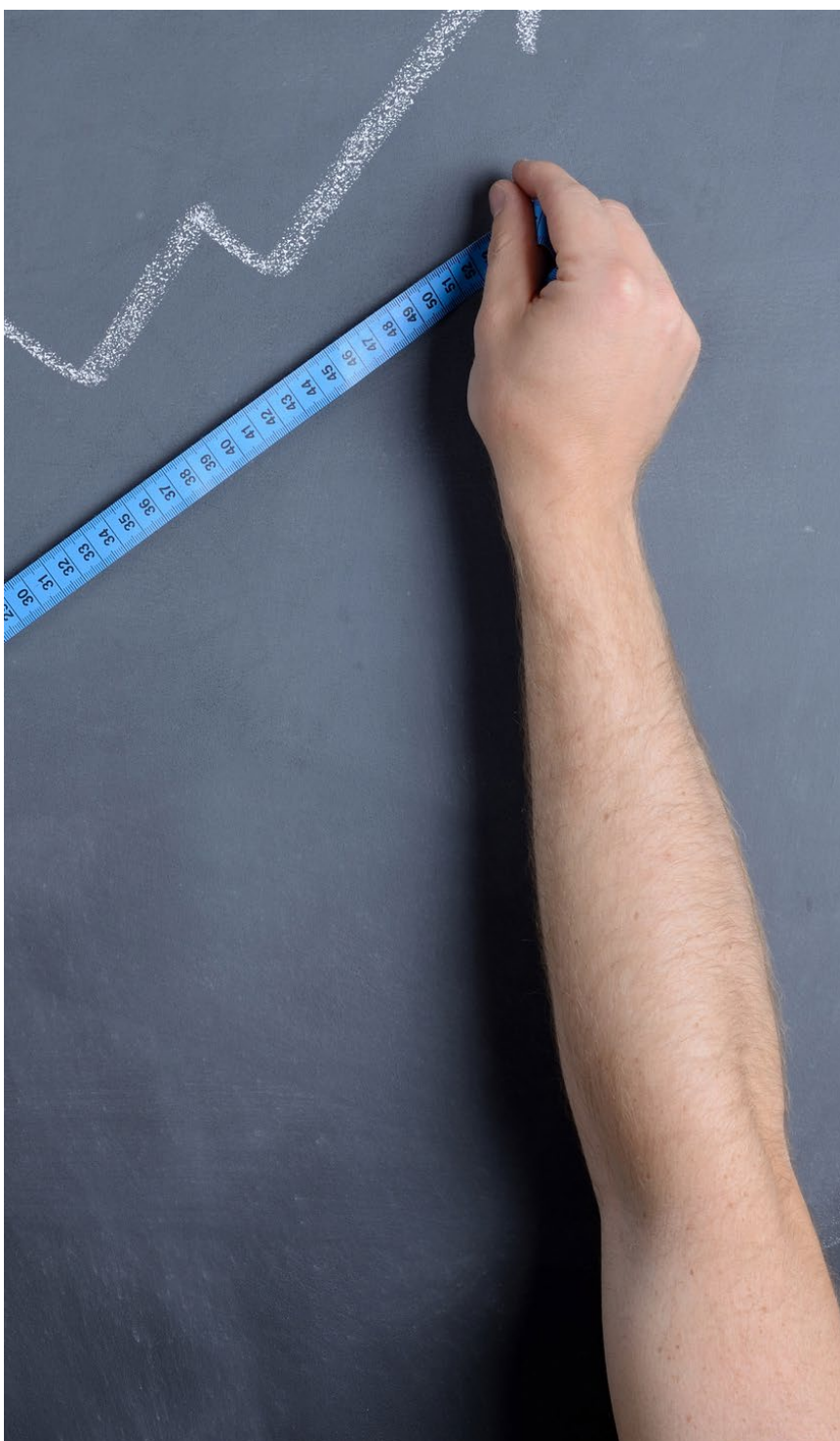
IF YOUR PROPOSAL IS SELECTED FOR FUNDING:



- A more detailed 'plan for dissemination and exploitation including communication activities' is required
- This plan is a mandatory project deliverable
- It must be submitted within 6 months after the signature date
- The plan should be **periodically updated**
- Updates should align with the project's progress

>/7+28(+ 7+&! 33/,\$! 7,21 '250 Å 52326! / 7&0 3/! 7&C
! 6. 6 '25! r3/! 1 '25%,66&0 ,1! 7,21n& 3/2,7! 7,21 ! 1%
\$20 0 81,\$! 7,21 ! \$7,9,7,&6sn6&\$7,21 \ k J & 685&6 72
0 ! ; ,0 ,6&,0 3! \$70 867#&63/,7,172 7+5&&68#f
6&\$7,216 Å+,6,6 +2: &9! /8! 7256 ! 66&66 ! 1%6\$25&0k
B! \$+ 68#6&\$7,21 0 867#&9&5<\$/& 5! 1%%&7! ,/&0n
! 1%'25! #62/87&<& \$+ 68#f6&\$7,21n<28 0 867
,1%,\$! 7&7+&63&\$,Õ\$ 7! 5(&7(52836 ! 1%%&0,\$! 7&0
\$+! 11&6 72 5& \$+ 7+&0 k





‘EéE b 8 | ä x 8| Öi b ð Ib ¼ 8 Ib u . Ö

2.2.1

4 ϕþ; Ò ÚÚÚÚ Úþ³ÚÚÚÚ ÆË ÚÚÚÚ ÌÚÚ

2.2.2

. ~ Ò Ò ŞÚΣÚÚÚ Úþ³ÚÚÚÚ ÆË ÚÚÚÚ ÌÚÚ

‘EéEéE

8çž Ĩ ÚÚÚÚ Úþ³ÚÚÚÚ ÆË ÚÚÚÚ ÌÚÚ

‘EéEéI e

New free -of -charge EC dissemination and
exploitation services

‘EéEéO

Strategy for the management of intellectual
property (IPR)

USUALLY, APPLICANTS ARE ASKED TO MENTION ONLY THE PLANS (ACTIVITIES)

In some cases, evaluators are asked to distinguish between strategy and plan

Dissemination and exploitation are a requirement as per your grant agreement, in addition to your communication activities.

Proposals that do not explicitly mention both strategy and plan separately may be penalized.

For this reason, when detailing the three sub - sections:

- Both strategy and plan are always mentioned
- Indications are provided for what should be written for both
- This approach ensures the proposal covers both strategic and practical aspects of dissemination, exploitation, and communication

“Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project. A pathway begins with the projects’ results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.”

Dissemination

Communication, Rules for Participation dissemination and exploitation activities are mandatory in Horizon Europe!

Exploitation

Beneficiaries of Horizon Europe funding must carry out Horizon Europe Model Grant Agreement activities to increase the impact of their project results

1. Dissemination:

- Publishing open access scientific articles
- Presenting findings at academic conferences
- Sharing research data in public repositories
- Organizing workshops to share results with peers

1. Communication:

- Maintaining an active social media presence
- Creating a project website
- Issuing press releases about project milestones
- Producing videos or infographics explaining the research
- Participating in public engagement events

1. Exploitation:

- Filing patent applications for innovative technologies
- Developing prototypes or proof-of-concept demonstrations
- Creating spin-off companies to commercialize results
- Engaging with policymakers to inform evidence-based policies
- Standardization activities to promote adoption of project outcomes

ÖI 8| 8 . Öli IÖL8| | I i ä \ 4 - 8 u \ c c 84 | Öx Ö8CL \ \ ú Öi b ð Ib L° 8 Ib u . Öe
Bi x 8ð b u \ 8ж uxi W8. Öb ICI Ö3



u \$ð Íð‘ ~ ž ; Úç©ΣΣi þþ
ž ©ž ; ðþ Æ‘ Æ‘ çÒ ž ©Σ^{3/4}
„ \$ðÚÍþ

8ÚÆÇÆi a Ø^{3/4} ði Íi AÇÚ^{3/4}8ä
ž ~ ÍΣËÖ ©Ái ðþ ^{3/4} ÆÚ ðÒ
\$ž Σ~ Ò ÆÚÆði Æ\$ÍÇ^{3/4} Úþ

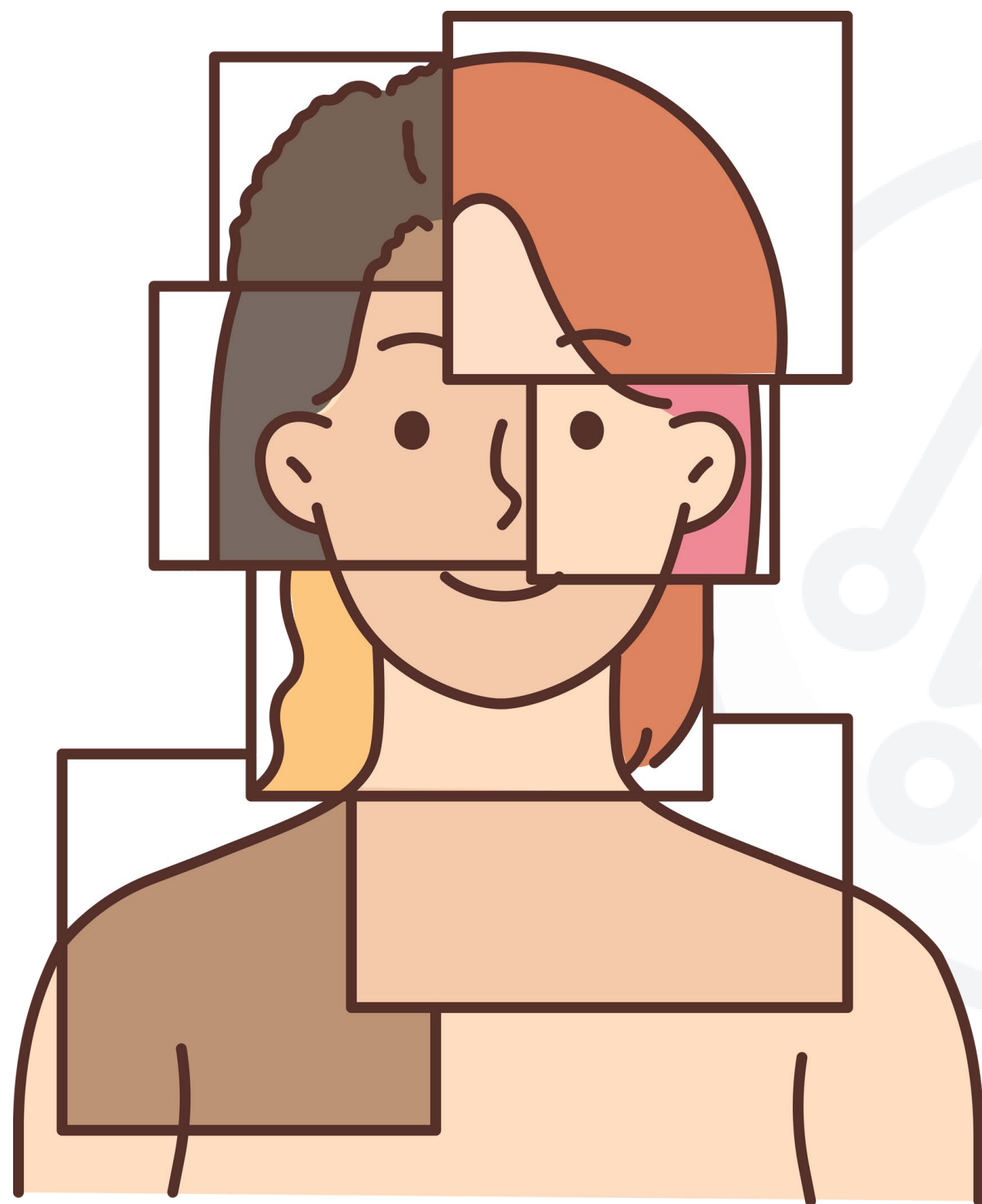


**Present at major
industry conferences to
reach potential end
users**

**Develop a user -friendly
prototype to
demonstrate feasibility
to investors**



Ö‘ i Æ ž ©Σ^{3/4}ž ÍÇÚ Ò \$þ^{3/4}ð i
ž ð AÇΩi Ω Çþ ©Ωi ÍA; ðÇð Íi
a Ø^{3/4} Æ‘YÒ ~ Ú^{3/4} þ ~ Ö^{3/4} i
ž ð ,i Σ^{3/4}þ þ^{3/4}Çð^{3/4}ΩÇ^{3/4} ÇÚΩ
\$ž ΩÇ^{3/4} Ω ž i ðð ΩΣÇÍË Çþ
^{3/4} i ž ð ,i Σ^{3/4}ž ð Æði þþi þ



$\hat{e} \ll \dagger \check{Z} \grave{A} \geq \grave{A}'' \Sigma, \grave{A} \% \dagger \check{Z} \check{A} \% \mathbb{H}$
 $\hat{e} \ll \dagger \check{Z} \grave{A} \Sigma \S ^ \rangle \acute{I} \grave{A} \check{\dagger} \check{Z} \check{A} \% \mathbb{H}$
 $\hat{e} \ll \dagger \check{Z} \grave{A} \neq \acute{I} ,, ,, \acute{Y} \% \grave{A} \neq \dagger \check{Z} \check{A} \% \mathbb{H}$



4 4 | 8 b I c ÖLi c 8 8 Õ u \ i I Ö ÖLi c c 4 . i b b ä c L ÖLi c M

4 4 | 8 b I c ÖLi c 8 8 Õ u \ i I Ö ÖLi c c 4 . i b b ä c L ÖLi c M

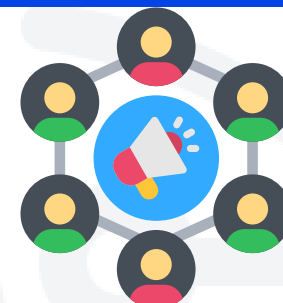
. ~ Ò Ò \$ Ú Σ C % Ú

Communication measures should promote the project throughout the full lifespan of the project. The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens.

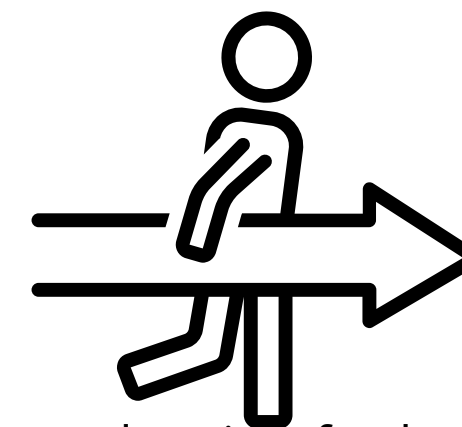


4 4 p i Ò Ú C % Ú

The public disclosure of the results by appropriate means, other than resulting from protecting or exploiting the results, including by scientific publications in any medium.



Exploitation



The use of results in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities.

For whom

Citizens, stakeholders and the media

How

- ✓ Having a well-designed strategy
- ✓ Conveying clear messages
- ✓ Using the right channels



When

From the start until the end of the action

Why

- ✓ Engage with stakeholders
- ✓ Attract the best experts
- ✓ Raise awareness of how public money is spent
- ✓ Show the success of European collaboration

It is a legal obligation!

Article 17 of Horizon Europe

Grant Agreement

For whom

For those who can learn and benefit from the results, such as: scientists, industry, public authorities, policymakers, civil society

How

Publishing results in:

- ✓ Scientific magazines
- ✓ Scientific and/or targeted conferences
- ✓ Databases



When

- ✓ Anytime, as soon as results become available
- ✓ Up to four years after the end of the project

Why

- ✓ Maximise the impact of the action
- ✓ Allow other researchers to go a step forward
- ✓ Contribute to the advancement of world class knowledge
- ✓ Make scientific results a common good

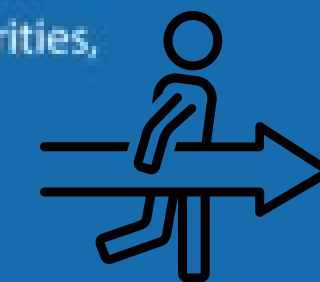
It is a legal obligation!

Article 17 of Horizon Europe

Grant Agreement

For whom

For those who can take the results forward or invest in them, such as: researchers, stakeholders, industry (also SMEs), public authorities, policymakers, civil society



How

- ✓ Creating roadmaps, prototypes, software
- ✓ Sharing knowledge, skills, data

When

- ✓ Towards the end of the action and beyond, as soon as exploitable results are available
- ✓ Up to four years after the end of the project

Why

- ✓ Lead to new legislation or recommendations
- ✓ For the benefit of innovation, the economy and society
- ✓ Help to tackle a problem and respond to an existing demand

It is a legal obligation!

Annex 5: Specific Rules and Article 16

of Horizon Europe Grant Agreement

**HORIZON
EUROPE**



Communication:
Promote your action and result



Inform, promote and
communicate your activities
and results

 Reaching multiple audiences

 **When?**
From the start until the end

 **Why?**
Legal obligation of your
Grant Agreement

 **How?**
• well-designed strategy
• clear messages
• media channels

Dissemination:
Make your results public

Open Science: knowledge and results
(free of charge) for others to use



 **When?**
At any time, and as soon as the action
has results

 **Not only to scientists**

 **How?**
Publishing your results

 **Why?**
Legal obligation of your
Grant Agreement

Exploitation:
Make concrete use of results



Commercial, Societal,
Political Purposes

 **Not only by researchers**

 **How?**
• Creating roadmaps, prototypes,
software
• Sharing knowledge, skills, data

 **When?**
Towards the end of the project and beyond

 **Why?**
Legal obligation of your Grant Agreement



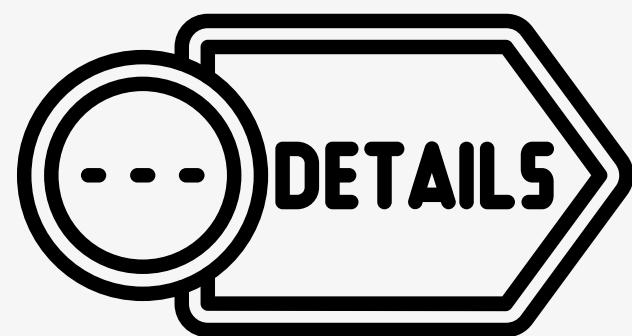
<https://rea.ec.europa.eu/system/files/2021-11/Communication%2C%20Dissemination%20and%20%20Exploitation-2021.pdf>



https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf



Ö Ω; A; Ĭ ž ; ©Σ‘ якë ~ Õ¾ ; þ; ž Í©Úþж
 Ě š Ò ©Ě Σ ÚþΩ; ð ‘ ; Ĭž ŒŒ
 Ð\$; þ¾ Úþ Ω; ¾©Œ¾ ; Ò ж©ÚΩž Í©Ú
 Σ ÚΣð; ¾ ©Σ¾ Úþж а ¾ ŒŒΣ©¾ ðþ
 Œ ð Ò ; ©þ\$ðŒŒ¾ ; ; φ ΣŒ ÚΣĚ ©ÚΩ
 ; τ ; Σ¾A; Ú; þþ ~ Õ; ©Σ‘ ©Σ¾ Úe



Why should you tell?

Who are the stakeholders that will use the outcomes of our project?

Why are you telling them this?

When describing your dissemination and exploitation plans, do not limit yourself to simply mentioning publications in peer-reviewed journals or patent applications.

While these are important components, they are not sufficient on their own. Your plan should be more comprehensive and detailed.

What message will you deliver?

Which media will you use to reach them (during and after the project)?

How will you follow up any response?



4 8 | . x L Lc C ú i ä x 4 U | 8 b Lc ÖLi c c 4 8 õ u \ i LÖ ÖLi c u \ c

8 ę ž © Ú Ω ∂ ; Ě ~ Ú Ω ∂ © p ⋄ Σ ž § ∂ Í Σ © ¼ Ů Ú © Ú Ω
ž © ¾ Ú ¾ Ú Ě

- Include a diverse range of dissemination channels and exploitation methods
- Think creatively about how to maximize the impact of your project results

Provide specific details:

- Outline concrete actions you will take to disseminate and exploit results
- Explain how these actions align with your project goals and target audiences

. ~ Ú p Ω ; δ © Ω Ω ¾ Ů Ú Ć Í Ò ; © p § δ ; t t § Σ ‘ © p 3

- Organizing workshops or seminars to share findings
- Developing educational materials based on your research
- Creating partnerships with industry for practical applications
- Engaging with policymakers to influence regulations or standards
- Exploring open-source platforms for sharing software or data

4 ; Ò ~ Ú p ¾ ⋄ © ¾ © a ; Í ħ
¾ ~ § Ě ¾ ħ § ¾ p ¾ ⋄ © ¾ Ě

- Show how your dissemination and exploitation activities complement each other
- Explain the timing and sequence of these activities throughout the project lifecycle



SCEWERO

2.2.2. COMMUNICATION STRATEGY AND PLAN

A good communication plan in Horizon Europe makes the difference between an excellent proposal and a winning proposal.



Ib

Strategic and targeted measures taken in order to promote the project and its results to the public at large, while possibly engaging in a two-way exchange. The aim is to reach out to society while demonstrating how EU funding contributes to tackling societal challenges.

- \$ \Omega \mathbb{E} \frac{3}{4}



While developing a communication strategy, it is important to keep in mind that the budgetary resources for such activities are limited and must be used wisely. The aspects below will help you ensure that your communication plan achieves its ultimate goal of maximizing the impact of the project, all within a limited budget

| Öx Ö8 C L8 |

i ∂,i Σ^{3/4}A_i p



Activities should have concrete objectives. Some activities will aim at only informing about the project and its progress, while others will strive to engage target groups and stakeholders, or call them to take on specific actions. Make sure that each activity in the plan has a justified contribution towards the main goal of maximizing the impact in Horizon Europe projects.

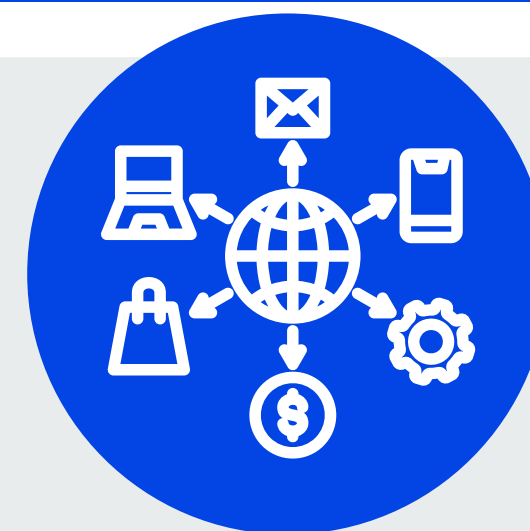
ÖCðÆ; ¾C\$ Ω¶ ÚΣi



Identify the audiences and communities that are most relevant for the project activities, and focus on reaching out to them. If the project is related to a specific population (e.g., demographic, geographical, sectorial, etc.), think about that population first. When there is more than one target audience, prioritize them according to the expected impacts of the project, from most important to least, but still make sure to address all of them.

STRATEGIES

Channels



After identifying the audiences and communities for your communication plan, it is important to identify the relevant platforms to effectively convey the message to them.

Choosing the wrong channels can yield very low exposure of your messaging and communication activities.

If you aim at engaging the elderly, perhaps social media will not be the best way to reach out to large segments of this specific target audience.

Consider matters of usage patterns (for example, who uses each platform, when it is used, etc) and accessibility when deciding where to disseminate project information and activity. Finally, after identifying the most relevant channels for your audience type, be sure to carry out your communication activities through several channels rather than choosing only one.

This can help to increase potential exposure of your research project.

STRATEGIES

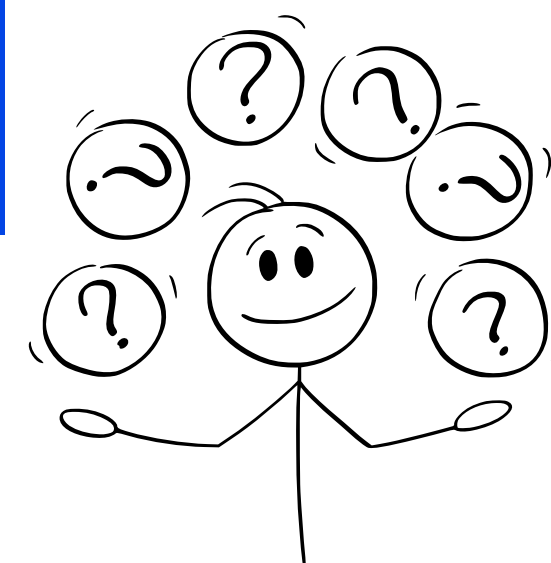
MESSAGE



The messaging of the communication activities should be adapted both to the target audience and to the specific channel used.

On the one hand, you'll need to consider the specific language and visual content that will appeal to them, and on the other, the rules and requirements posed by each marketing or communications platform.

In the case of several audience groups, adjust the messaging accordingly, but try to keep a single general story that can be identified with the project.



- What are your objectives and messages?
- What audience are you targeting? Of course, you can have several targets but be sure to target specific stakeholders which are consistent with your project, don't be too general.
- How you will reach your audience (your means of communication = website, social networks, videos, conferences, press release, etc.)?

$I\% \nrightarrow Y \geq \sum \check{Z} \ll \sum' \sum \check{A} \Sigma,$ " $\check{A} \circ \check{C} \dot{Y} \wedge \sim \dot{I} \wedge \dot{I} "$ $\dagger \succ$ " $\check{A} \circ \dagger \nrightarrow \sum \dagger \sim \dagger \%$ $\check{C} \%$ $\check{Z} \ll \sum \check{Z} \nrightarrow F \dagger \dot{C} F \ll \check{A} \sum \dagger \geq \dagger \wedge \check{Z} \check{A} \check{A} \check{Z} \dagger "$,, $Y \neq \ll \dagger "$
 $\wedge \dot{I} "$ " $\check{A} \succ \sum \check{Z} \dot{C} \dot{Y} \wedge \sim \dot{I} \nrightarrow \sum \neq \check{Z} \dagger \%$ $\check{C} \dagger \geq \geq \check{A} \circ \dagger \%$ $\dot{C} \dot{Y} \check{Z} \ll \sum \check{A} \Sigma,$ $\hat{g} \sim \ll \check{A} \check{A} \dot{I} \%$ $\dot{C} \check{Z} \ll \sum,$,, $\check{A} \circ \check{A} \dot{Y},$ $\hat{H}$
 $e \dot{I} \neq \dot{I} \dot{Y} "$ $\sum \dot{G} \check{Z} \ll \sum$
 $" \dot{Y} \wedge \dot{I} \sim \check{Z} \dot{I} \dot{I} \dot{I} \geq \neg \dagger \wedge \ll \check{A} \geq \sum' \check{A} \%$ $\Sigma \check{A} \sum "$ " $\sum \%$ $\check{Z} \check{A} \dot{H}$

A draft proposal for developing a new sustainable battery technology

- Publish at least 4 open-access articles in high-impact journals (e.g., Nature Energy, Advanced Materials)
- Present findings at 3 major international conferences (e.g., International Battery Association Conference)

- File 2 patent applications for key innovations in battery chemistry and manufacturing process

- Organize an annual "EcoBattery Innovation Workshop" inviting key industry players
- Develop and distribute a quarterly newsletter to 500+ industry contacts
- Create a demonstration kit for potential industrial partners

- Produce a series of 5 short videos explaining the technology for social media
- Participate in at least 2 public science events annually (e.g., European Researchers' Night)
- Develop an interactive website showcasing project progress and potential applications

4. Policy Influence:

- Prepare a policy brief on sustainable battery technologies for EU policymakers
- Participate in EU Clean Energy Industrial Forum to present findings

- Develop a university-level course module on sustainable energy storage
- Offer 3 summer internships annually for graduate students

- Share non-sensitive research data on the Zenodo repository
- Publish open-source software tools for battery performance modeling

- Establish a spin-off company in Year 3 to commercialize the technology
- Seek partnerships with 2-3 major European battery manufacturers

ux . ÖL \ ÖLü



Reach out to society as a whole and in particular to specific audiences.

Target events in the primary geographical target markets and achieve commercial publications in online/offline magazines and blogs.

Demonstrate how EU funding contributes to tackling societal challenges

(also from a socio-economical point of view), highlighting the environmental approach where applicable.



Exploitation activities are those concerning further development, creation and marketing of a product or process, based on the project's results. Exploitable results are those that can be further used by a range of people, including the scientific community, industry, policy-makers, governmental authorities, and the public.

Exploitation activities are those concerning further development, creation and marketing of a product or process, based on the project's results. Exploitable results are those that can be further used by a range of people, including the scientific community, industry, policy-makers, governmental authorities, and the public.

Exploitation activities are those concerning further development, creation and marketing of a product or process, based on the project's results. Exploitable results are those that can be further used by a range of people, including the scientific community, industry, policy-makers, governmental authorities, and the public.



i - W8. ÖLi 8 |



i ∂,i Σ^{3/4}Ai b

- Inform about project progress
- Engage target groups/stakeholders
- Call for specific actions
- any other specific objective



ÖCδCE ¾C\$ ΩM ÚΣi

Identify the audiences and communities that are most relevant for the project activities, and focus on reaching out to them. When there is more than one target audience, prioritize them according to the expected impacts of the project, from most important to least, but still make sure to address all of them.



. ~ ò ò \$ÚΣC¾ Ú
. ‘ ©ÚÚi Íp

- 1.Social media platforms
- 2.[Specific platform 1]
3. [Specific platform 2]
4. Academic journals
5. Conferences/workshops
6. Project website
7. Press releases
8. Any other specific channel

To plan the exploitation activities, it might be useful to think to the following questions:

What are your exploitable results?
(knowledge, know-how, technologies, software, products, services...)

For each aspect, precise the specific roles and responsibilities of each partner.

What measures will you take to ensure their actual exploitation?

(patenting **is not a must-have**, licensing, registered designs...)



F Í F F À Ç Í Ý Σ%'' Ý Σ Ž« † Ž
Ć Í Ý ~ Σ' Ý Ž' F À ,, ΣΣŽŽ« Σ
Σ%œ ĴÝ'' Σ'' %œΣΣ≥'' H

F Í F F À Ç Í Ý
Àœ¼¼ ›³⁄₄Σ Ž« Σ, ÀœœĆ Í Ý
^ ~ Í ∅Σ≠ŽH

A good exploitation plan in [Horizon Europe](#) has to be precise about the impact of the results of your project on science, industry, society and governments mostly after its end.

Results are any tangible or intangible output of the project, such as data, knowledge and information whatever their form or nature, whether or not they can be protected.

Stakeholders should be targeted with specific results according to the desired impact the project aims to have. Below a summary table.

«ŽŽ " ġİΣΥ; Ý%œ" ġ, ΣİF «†Žİ,, †/Σ' Ĵ†Ĵ-İ İ ≥ĴΣs^ >İ Ą†ŽĀ %đ^ >†%đĀđđ
«Í ~Āİ %đΣΥ~İ ^ Σİ



Stakeholder	Results	Impact
Research community	Publications (Papers, Books) Posters, Presentations, Data, Softwares	• Further research activities and publications containing new insightful results
Industry	• Patenting • Pilot plants and prototypes • Transfer agreements • Joint venture/Start-ups • New products and services • Development of standard tests and procedures • Codes of conduct	• Generate economic growth • Development of a new product or service • Improvements of production processes and competitiveness • Improve product quality and consumer protection
Civil society	• New products, services or technology • Trainings, presentations and visits • Educational materials • Skills and knowledge	• Increase quality of life • Improve living environment • Improve urban and rural services • Improve healthcare • Reduce energy consumption • Increase product quality control • Improve employability
Policy makers	• Reports • Policy papers and recommendations • Roadmaps • Operational guidance	Revision or creation of a new directive or regulation (EU Law)



I; Σs ^ >Í Ä†ŽÄ %oÄ Σs ^ Σ≠ŽΣ≥ ^ ~Ä †~ÄĆ Ä%o%b %d†" " Í ≠ÄŽΣ≥
Ž« Ä≥ ≠Í Ý%Ž ÄΣ GŸ" ŽÄĆ" Č Σs ^ >† Ä%o%o «Í F Ž« †Ž
Σs ^ >Í Ä†ŽÄ %oÄ " ŽÄ Ä%oŽ« Σ 6 ÝÍ ^ Σ†%oÑ%oÄ %f" Ä%oΣΣ' Žg

Policy -makers

Describe possible feedback to policy measures generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.

u ~ ÍΣËçÒ ©ÁÚÆ

Project results may provide policy-makers and regulators with evidence-based information that can be useful in the process of forming new policies or changing existing ones. Results and new knowledge emerging from the projects can serve decision-makers while forming strategies in various fields such as health, environment, security and industry.

ÖðCÚÚÆCÚΩ; Ω\$ΣC³⁄ Ú

Some of the results can be used to develop education and training programs for professionals and/or the general public. They can provide skills and knowledge, and bring about societal transformation. For example, projects dealing with trustworthy online information can develop training for citizens on identifying and assessing the quality of health information online.

| Σϳ Ú³⁄ΓΣ ©ΩΛCÚΣ; π ð; 4\$þ;

Scientific outputs such as models, methods, prototypes, and any available data generated throughout the course of the project can be utilized by the scientific community for future research. For example, data collected for the purpose of studying lung cancer can be used by the scientific community to explore other lung diseases and/or other types of cancers.

“ A Ö Σ ‘ Ú Í Æ Σ Ó ĩ Ñ © ¼ Σ ‘

After having defined clearly the extent of the technological field of the project, create a global database of existing knowledge including patents, papers and public releases. The partner in charge should send every 6 months a summary to the consortium to stay updated about the latest developments, follow market trends, and plan the possible patenting or publication of project results.

The world changes rapidly and competition is tough!

“ E Í ¼ Ĩ Ĩ Σ ¼ © Í u ð ž ĩ ð ¼ Ě x Æ ¾ p b © Ú © Ě ĩ Ò ĩ Ú ¾

Linked to the task above, partners should protect their intellectual property developed during the project from possible external threats. This encompasses also the development of mitigation strategies in case of internal disagreements between partners that might occur following the rules defined in the Consortium Agreement.

03

8 ę ž Í ¼ © Ĩ Ĩ x ĩ p Š Ĩ ¼ p Ĩ Ĩ ĩ Ú ¼ Ĩ Σ © ¼ Ĩ Ú

Around the middle of the project, the consortium should start to map the potential results that could be exploited, meaning that this result will be used and further developed after the end of the project.

This mapping is ideally done during dedicated sessions including all members of the consortium such as Exploitation Strategy Seminars offered by external consultants. Concentrate on the most promising results and develop them as much as possible by engaging with potential users and obtaining feedback.

ÖLü

The project partners are the first to exploit the project results themselves, by their own efforts or facilitate exploitation by others (e.g. through making results available under open licenses).

This can take place via innovation management actions, copyright management, data management plan and stakeholder/users engagement, among others.



. ~ Ò Ò ~ Ú¾ ~ Íþ

“ A u ¾ Ú¾ž §ð ÍΣ¾ Úþ

02 8þ¾Íþ‘ Ò ; Ú¾ Òþž Úþ τ ~ ðþ¾¾ž Σ Ò ž ©Úþ þ

03 License practices (open, copyleft)

“ H Use of the results for academic purposes (PhD, post -PhD).



Article 39 of Horizon Europe legislation gives the possibility to add exploitation obligations. The additional exploitation obligations are useful to tailor some additional obligations to specific needs in a given work programme (please check if this is the case with your work programme).

Groups must create a DCE Plan that includes:



Dissemination: How will the project share its results with target audiences?

Communication: How will the project engage stakeholders and the public?

Exploitation: How will the project ensure its results are used effectively beyond the project's lifetime?

Dissemination: How will the project share its results with target audiences?

Communication: How will the project engage stakeholders and the public?

Exploitation: How will the project ensure its results are used effectively beyond the project's lifetime?

Dissemination: How will the project share its results with target audiences?

Communication: How will the project engage stakeholders and the public?

Exploitation: How will the project ensure its results are used effectively beyond the project's lifetime?

Dissemination: How will the project share its results with target audiences?

s À«Ž^{3/4} ĝê ~Í %¯ À₀₀₂ À" Σ, À₀₀†ŽĂ %Ġ Í ,, ,, Ý%₀₀†ŽĂ %Ġ† %̲
6 § ^ >Í Ă†ŽĂ %₀₀

~†"/ ;Í ~ A~Í Ý^ " ĝ

@ ~ Σ†≠« Σ_§†,, ^ >Σĝ

- 2 Σ≠ÀΣ À ĂÀ Û À«ŽÛΣ_ε Σ≠ŽÀ₄Í ~ ÛF ~Í %¯Û
LÀ₀₀Σ_ε Σ≠ŽÀ₄Íĝ
- 6 § ^ >†À₀₀F «Ć ĂF Í ~/" Í ~ ≥Í Σ' %₀ŽF Í ~ / ĝ
- s ΣF ~ĂΣ ÛF ~Í %¯ÛΣ_§†,, ^ >Σ' Ž ,, †/ ΣŽ«Σ,
" ŽÍ %¯Σĝ



s À«Ž^{3/4} ĝê ~Í %̄ À₀₀₂ À" Σ, À₀₀†ŽǺ %Ġ Í,, ,, Ý%₀₀†ŽǺ %Ġ†%̄
6§^ >Í Ǻ†ŽǺ %₀₀

ŃĝÛê ΣF À Σ%̄†~Σ≠ǺǺΣ%̄ Ž«~Í Ý~« † Ž†~ΣŽΣ≥ "Í≠Ǻ>
,, Σ≥Ǻ ≠†,, ^ †À%Ġ† À À₀₀ Ž ~Σ†≠« Rń Ğ n n ^ ΣÍ ^ >Σĝ
I%̇Í ~†^ «Ǻ" †%̄ " «Í ~Ž^{3/4}ǺΣÍ " F À Σ§^ >†À₀₀«Í F Í Ý
^ >†ŽÍ ~,, ~Σ≥Ý≠Σ' Ý" †%̄F †" ŽΣ†%̄ ^ ~Í,, Í ŽΣ'
~Σ≠Ć≠>À₀₀ĝ

ňĝÛê ΣF À " «†~ΣÍ Ý ~Σ' Ý>Ž' F Ǻ« " Ž†/ Σ«Í >≥Σ" ĝ





ê Ĩ Ĩ̄ 6š†,, ^ >Σĝ

Ũê ΣF À" «†~ΣĨ Ý~Σ" Ý>Ž' F Ā«" Ž†/Σ«Ĩ >Σ" Ĝ

- ê «ĆIŽr" ê Ĩ Ĩ̄ ĝ
 - ~Ĩ Ĩ^{3/4†}~ÝΣ_k %Ĭ ,, Σ%ŽĀ %Ĭ ; F «Ĩ Ž«Σ" Ž†/Σ«Ĩ >Σ" †~ΣĨ ~ «Ĩ F ~Σ" Ý>Ž' F À" Σ" «†~Σ>ĝ
 - X†≠/" ^ Σ≠Ā≠ĀĆ†" Ĩ ÝŽ,, ΣŽ«Ĩ ≥" ĽΣĝ-ĝ≠Ĩ %ĭΣ Σ%≠Σ' Ĝ Ý" >Ā†ŽĀ %₀! Ĩ ~ ŽĀ Σ>À₀Σ" ĝ

s À«Ž6š†,, ^ >Σĝ

Ũê ΣF À ≥À" Σ, À_{0†}ŽΣĨ Ĩ Ý~Σ" Ý>Ž' Ž«Ĩ Ĩ̄ Ý~«" ≠ÀΣ%ŽĀ ≠ ^ Ý" >Ā†ŽĀ %₀Ĝ Ĩ >ĀĆ" ~ Āj" Ĝ†%_ē F Ĩ ~/" «Ĩ ^ "

Ž†~ΣŽÀ₀₀ >Ĩ ≠†> Ĩ̄^{3/4}Σ%₀ Σ%Ž' Ĝ' Ý" À₀₀Σ" Σ' Ĝ†%_ē ≠ĀĀΣ%₀ĝVΣĆ ě%_ē À₀₀" F À" Σ^ ~Σ' Σ%ŽΣ ≥ †ŽŽF Ĩ
À₀₀Σ%_{0†}ŽĀ %_{0†} ≠Ĩ %ĭΣ Σ%≠Σ' F Ā«À₀₀Ž«Σ^ Ĩ̄ Σ≠Ž ≥ Ý†ŽĀ %_ē

- ê «ĆIŽr" s À«Žĝ
 - w^ Σ≠Ā Σ' Ž†~ΣŽ†Ý ≥ ÀΣ%≠Σ' ĽĨ ≠†> Ĩ̄^{3/4}Σ%₀ Σ%Ž' Ĝ' Ý" À₀₀Σ" Σ' Ĝ≠ĀĀΣ%₀!ĝ
 - Ĩ%≠>Ý ≥ Σ' ≠>Σ†~ ,, ΣŽ«Ĩ ≥" Ľ Ý" >Ā†ŽĀ %₀Ĝ Ĩ >ĀĆ" ~ Āj" ĜF Ĩ ~/" «Ĩ ^ " ! †%_ē ,, Σ†" Ý†" >Σ†≠ŽĀ %₀
ĽF Ĩ ≠Ĩ %ĭΣ Σ%≠Σ' !ĝ

s À«Ž^{3/4} ĝê ~Í %̄ À₀₀₂ À" Σ, À₀₀†ŽǺ %Ġ Í ,, ,, Ý%~~0~~†ŽǺ %Ġ† %̄
6 § ^ >Í Ǻ†ŽǺ %₀

ŃĝÛê Σ F À ≠Í ,, ,, Ý%~~0~~†ŽΣÍ Ý ~ ^ ~Í ∇≠ŽŽ Ž«Σ ^ Ý· >ǺĤ

ňĝÛê Σ F À Σ%̄†¬Σ≠ǺǺΣ%̄ Ž«~Í Ý¬« † Ž†¬ΣŽΣ≥ "Í ≠Ǻ> ,, Σ≥Ǻ
≠†,, ^ †À%ĠÀ À₀₀ Ž ~Σ†≠« Rñ Ğ ñ ñ ^ ΣÍ ^ >ΣĝI%̇Í ¬†^ «Ǻ"
†%̄ " «Í ~Ž^{3/4}ΣÍ " F À Σ§ ^ >†À₀₀«Í F Í Ý ~ ^ >†ŽÍ ~ ,, ~Σ≥Ý≠Σ"
Ý~ †%̄F †" ŽΣ†%̄ ^ ~Í ,, Í ŽΣ' ~Σ≠Ć≠>À₀₀Ĥ





ê ~Í %̄ 6s †,, ^ >Σġ

Ũê ΣF À ≠Í ,, ,, Ý%_{0†} ŽΣÍ Ý ^ ~Í Σ≠ŽŽ Ž«Σ^ Ý· >ĀŨ

- ê «ĆIŽr" ê ~Í %̄ġ
 - ~Í Í -Σ%̄ Σ Āk %ġ ≥ΣŽ† À" †" Í ÝŽF «Í Ž«Σ† Ý≥Ā%̄ Σ Ā Í ~ F «† ŽŽÍ Í >" F Ā " Σ Ý" Σ≥ġ
 - _Í ,, Σ%ŽĀ %ġ ġ / ΣĆ,, Σ" " †-Σ" Í ~ ,, Σ†" Ý†" >Σ-Í †>" ġ

s À«Ž6s †,, ^ >Σġ

Ũê ΣF À Σ%̄†-Σ≠ĀĀΣ%̄ Ž«~Í Ý-« † Ž†-ΣŽ≥ " Í ≠Ā> ,, Σ≥Ā ≠†,, ^ † Ā%Ġ Ā Ā₀ Ž ~Σ†≠« Rñ Ğ n n

^ ΣÍ ^ >ΣġI%̄Í ~†^ «Ā" †%̄ " «Í ~Ž^{3/4}ΣÍ " F Ā Σs ^ >† Ā₀«Í F Í Ý ^ >† ŽÍ ~ ,, ~Σ≥Ý≠Σ" Ý" †%̄F †" ŽΣ†%̄

^ ~Í ,, Í ŽΣ" ~Σ≠Ć≠>Ā₀Ũ

- ê «ĆIŽr" s À«Žġ
 - I≥Σ%ŽĀ Σ" Ž«Σ† Ý≥Ā%̄ Σ I≠ĀĀΣ%̄ †%̄ ŽÍ Í >" ĿÍ ≠Ā> ,, Σ≥Ā ĠĀ_{0†}Í ~†^ «Ā" Ġ₄ΣÍ " ġġ
 - I%̄>Ý≥Σ" † ,, Σ†" Ý†" >Σ-Í †> ĿΣ†≠« Rñ Ğ n n ^ ΣÍ ^ >Σ †%̄ ≠>Σ† / ΣĆ,, Σ" " †-Σ" ġ

s À«Ž^{3/4} ĝê ĩ ¯ À₀₀2 À" Σ, À₀₀†ŽǺ %Ġ Ĩ,, , Ý₀₀†ŽǺ %Ġ%₀₀
6ș^ ›ÍǺ†ŽǺ %₀₀

$$\tilde{\mathbf{N}}\tilde{\mathbf{G}}\llbracket \Sigma^{\sim}\Sigma^{\prime}\mathcal{Y}\triangleright\check{\mathbf{Z}}^{\prime}\mathcal{I};\check{\mathbf{Z}}\llbracket \Sigma^{\wedge}\mathcal{I}\Diamond\Sigma\neq\check{\mathbf{Z}}\mathcal{F}\mathcal{A}\triangleright\cdot\Sigma\Sigma_{\S}^{\wedge}\triangleright\mathcal{I}\check{\mathbf{A}}\check{\Sigma}\geq\tilde{\mathbf{U}}$$
[illegible]



ê ĩ ¯ 6s†,, ^ >Σġ

Ũ«Σ̃Σ"Ý>Ž' Í; Ž«Σ^ ĩ ∅≠ŽF À" ΣΣs^ >Í ĄΣ≥ġ

- ê «ĆIŽr" ê ĩ ¯ġ
 - , Í,, ^ >ΣŽΣ>Ć^{3/4}†-ÝΣ_k %Ĭ Σs^ >†%†ŽǺ %Ĭ; «Í F̃ Σ"Ý>Ž' F À" ΣΣs^ >Í ĄΣ≥ Í~ F «Í F À" Σ%~~Ǻ~~ě Žġ
 - X†≠/" †%Ć †≠ŽǺ %†" >Σ" Ž†ŽΣ-ĆÍ~ >Í ¯ġŽΣ,, ^{3/4}ÀǺ %ġ

s À«Ž6s†,, ^ >Σġ

Ũ«Σ^ ĩ ∅≠Žr" ≥ÀǺ†>^ >†ŽÍ~,, F À" Σ>ÀΣ%₀Σ≥ Ž' ,, Ý%~~À~~À†>ǺǺ" Ý%~~Ǻ~~Σ †%Ĭ ^ Σ%Ĭ" Í Ý≠Σ

†~ΣΣ, Σ%~~Ǻ~~ĠΣ%†" >À₀₀" ≠†>†" ÀǺĆ†≠Í"" 6ÝÍ^ Σġp†~Ž%~~Ǻ~~" «À" F Ǻ« ŽΣ≠« ≠Í,, ^ †%~~Ǻ~~Σ" F À" Σ%₀ÝΣ
≠Í,, ,, Σ≠À>Ǻ†ŽǺ %₀†%~~Ǻ~~; ÝŽ«Σ ≥Σ^{3/4}Í^ ,, Σ%Ž^ Í" ŽĴ^ ĩ ∅≠Žġ

- ê «ĆIŽr" s À«Žġ
 - , >Σ†~>ĆÍ ÝŽÀ₀₀Σ" Σs^ >Í Ą†ŽǺ %" Ž†ŽΣ-Ǻ" L_ÀΣ%₀À₀₀Ġ†~Ž%~~Ǻ~~" «À" !ġ
 - 6s^ >†À₀₀ F «Í" Σ%~~Ǻ~~ě Ž' L,, Ý%~~À~~À†>ǺǺ" ĠŽΣ≠« ≠Í,, ^ †%~~Ǻ~~Σ" !†%~~Ǻ~~ «Í F̃ Σ"Ý>Ž' F À" Σ
" Ý" Ž†À₀₀Σ≥ġ

2.3 SUMMARY (IMPACT CANVAS)

You will find the Impact Canvas in Section 2.3, under the name of Summary.

The Summary is one of the stars of the new proposal template, proving clarity of vision and substance to the proposal.

The Canvas is a table in which you will have to 'summarise' what you wrote in sections 2.1 and 2.2.

You're expected to clearly explain which Dissemination, Exploitation and Communication measures you have decided to adopt to maximise impact.

The goal of sub-section 2.3 is to hand over an effective summary of the messages included in the 'Impact' section to the reviewers.

This is a classic way of educating the evaluator, by pinpointing the most important messages in a highly efficient manner. The Horizon Europe proposal template dictates a table structure for this section.

Conform fully to this structure, without any deviations.



Artificial intelligence

- Experts must answer an additional question as part of their individual evaluations on whether the activities proposed involve the **use and/or development of AI-based systems and/or techniques**.
- If you answer 'yes' to this question, you must **assess the technical robustness** of the proposed AI-system as part of the excellence criterion (if applicable).
- In addition, your answer to this question will help us to with the **proper follow-up** of any aspects related to **Artificial Intelligence** in projects funded under Horizon Europe.

(*) Technical robustness refers to technical aspects of AI systems and development, including resilience to attack and security, fallback plan and general safety, accuracy, reliability and reproducibility.

AI-based systems or techniques should be, or be developed to become:

- **Technically robust, accurate and reproducible**, and able to deal with and inform about possible failures, inaccuracies and errors, proportionate to the assessed risk posed by the AI-based system or technique.
- **Socially robust**, in that they duly consider the context and environment in which they operate. **Reliable and function as intended**, minimizing unintentional and unexpected harm, preventing unacceptable harm and safeguarding the physical and mental integrity of humans. Able to provide a suitable explanation of its **decision-making process**, whenever an AI-based system can have a significant impact on people's lives.



Evaluating the impact criterion (1/2)

Following questions are adapted to RIA and IA type of actions (ToA). Similar questions will be asked for other ToAs, in line with the instructions in the specific applications forms.

Assess the proposed pathways towards impact:

- Is the contribution of the project towards the 1) expected outcomes of the topic and 2) the wider impacts, in the longer term, as specified in the respective destinations of the WP, credible?
- Are potential barriers to the expected outcomes and impacts identified (i.e. other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behavior), and mitigation measures proposed? Is any potential negative environmental outcome or impact (including when expected results are brought at scale, such as at commercial level) identified? Is the management of the potential negative impacts properly described?
- Are the scale and significance of the project's contribution to the expected outcomes and impacts estimated and quantified (including baselines, benchmarks and assumptions used for those estimates)?
 - Scale' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time;
 - 'Significance' refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.

Always provide well-supported reasons to justify your evaluation. For instance, if you think that the contribution of the project towards the expected outcomes of the topic is (or is not) credible, **add always the rationale behind your opinion.**



Evaluating the impact criterion (2/2)

Following questions are adapted to RIA and IA type of actions (ToA). Similar questions will be asked for other ToAs, in line with the instructions in the specific applications forms.

Assess the measures to maximise impact – Dissemination, exploitation and communication :

- Are the proposed dissemination, exploitation and communication measures suitable for the project and of good quality? All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project.
- Are the target groups (e.g. scientific community, end users, financial actors, public at large) for these measures identified?
- Is the strategy for the management of intellectual property properly outlined and suitable to support exploitation of results?
 - If exploitation is expected primarily in non-associated third countries, is it properly justified how that exploitation is still in the Union's interest?

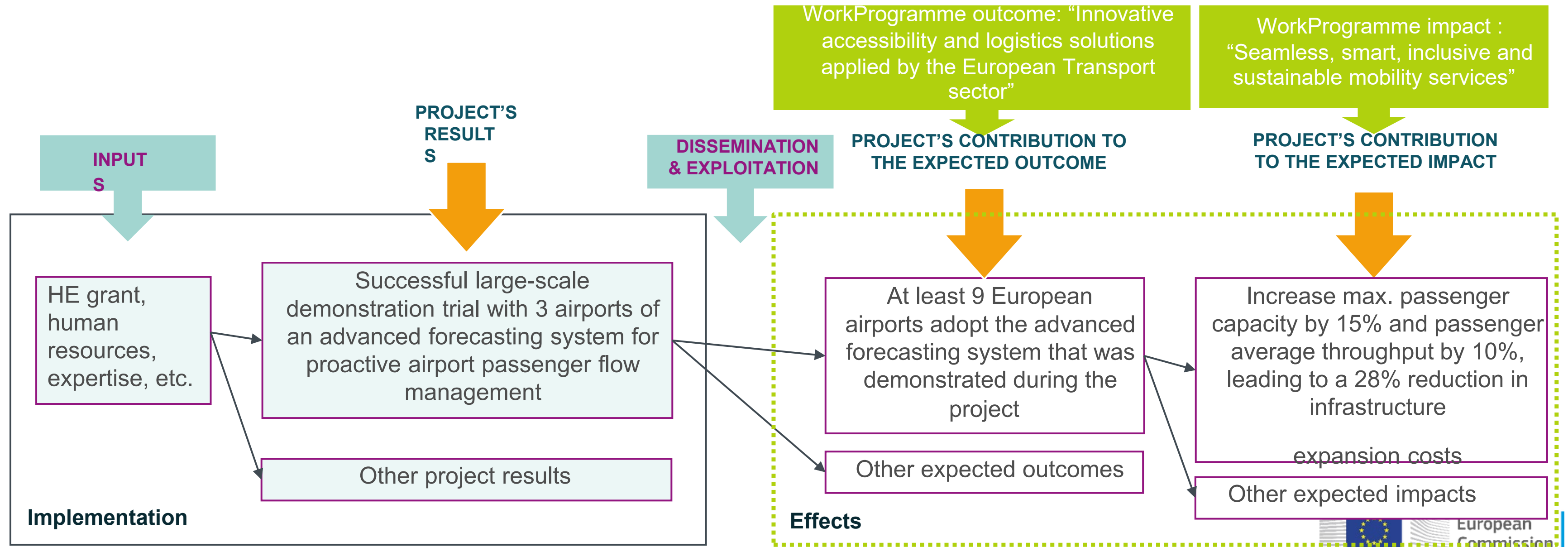
Always provide well-supported reasons to justify your evaluation. For instance, if you think that the dissemination, exploitation and communication measures are (or are not) suitable for the project and of good quality, **add always the rationale behind your opinion.**



How applicants describe the impact

**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.





Consensus report

- **The rapporteur is responsible for drafting the consensus report (CR).** The rapporteur includes consensus comments and scores and in some cases does not take part in the discussion. **The quality of the CR is of**
- **utmost importance.** It will be the basis for the **evaluation summary report (ESR)** sent to applicants together with the evaluation result letters. It often remains unchanged at the panel stage, so in most of the cases ESRs are identical to CRs.
- 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**, of an adequate length, and in an appropriate tone.
 - **Explain shortcomings**, but not to make recommendations.

Avoid:

1. Comments not related to the criterion in question.
2. Comments too long, or too short and inappropriate language.
3. Categorical statements that have not been properly verified.
4. Scores that don't match the comments.
5. Marking down a proposal for the same critical aspect under two different criteria.

Remember: Applicants will read your comments and, based on them, can challenge the evaluation through the evaluation review procedures.



Project partners are responsible for ensuring that results are used effectively to achieve the project's goals.

Exploitation can occur through two main approaches:

1. Direct Exploitation: Partners use the results themselves (e.g., commercializing a product, adopting a new process).
2. Facilitated Exploitation: Partners make results available to others (e.g., open licenses, sharing data).

Highlight key strategies for exploitation:

1. Innovation management actions (e.g., patents, licensing).
2. Copyright management (e.g., creative commons licenses).
3. Data management plans (e.g., FAIR data principles).
4. Stakeholder/user engagement (e.g., workshops, partnerships).

Key Questions to Explore:

1. How can project partners decide between direct and facilitated exploitation?
2. What strategies are most effective for maximizing the impact of project results?

Create an Exploitation Plan by completing the following steps:

Identify Key Results:

List 3–5 tangible results produced by the project (e.g., software, datasets, policy recommendations).

Decide on Exploitation Approach:

For each result, determine whether it will be exploited directly by the partners or made available to others.

Develop Strategies:

Identify specific actions to support exploitation (e.g., patenting, open licenses, stakeholder engagement).

Plan for Long-Term Impact:

Describe how the chosen strategies will contribute to the project's long-term impacts.

Guidance Questions:

Which results are best suited for direct exploitation, and why?

How can facilitated exploitation maximize the reach and impact of the results?

What challenges might arise during exploitation, and how can they be addressed?

Tools:

Use sticky notes to write down results, exploitation approaches, and strategies.

Arrange the sticky notes in a table format to visualize the plan.

Peer Review and Feedback

Task:

Teams present their visualized plans to the group.

Other teams provide feedback based on the following criteria:

Clarity: Is the plan easy to follow and understand?

Feasibility: Are the chosen strategies realistic and achievable?

Impact: Will the strategies maximize the reach and impact of the results?

Creativity: Does the plan demonstrate innovative thinking?

Debrief:

Discuss common challenges (e.g., balancing direct vs. facilitated exploitation, addressing intellectual property issues).

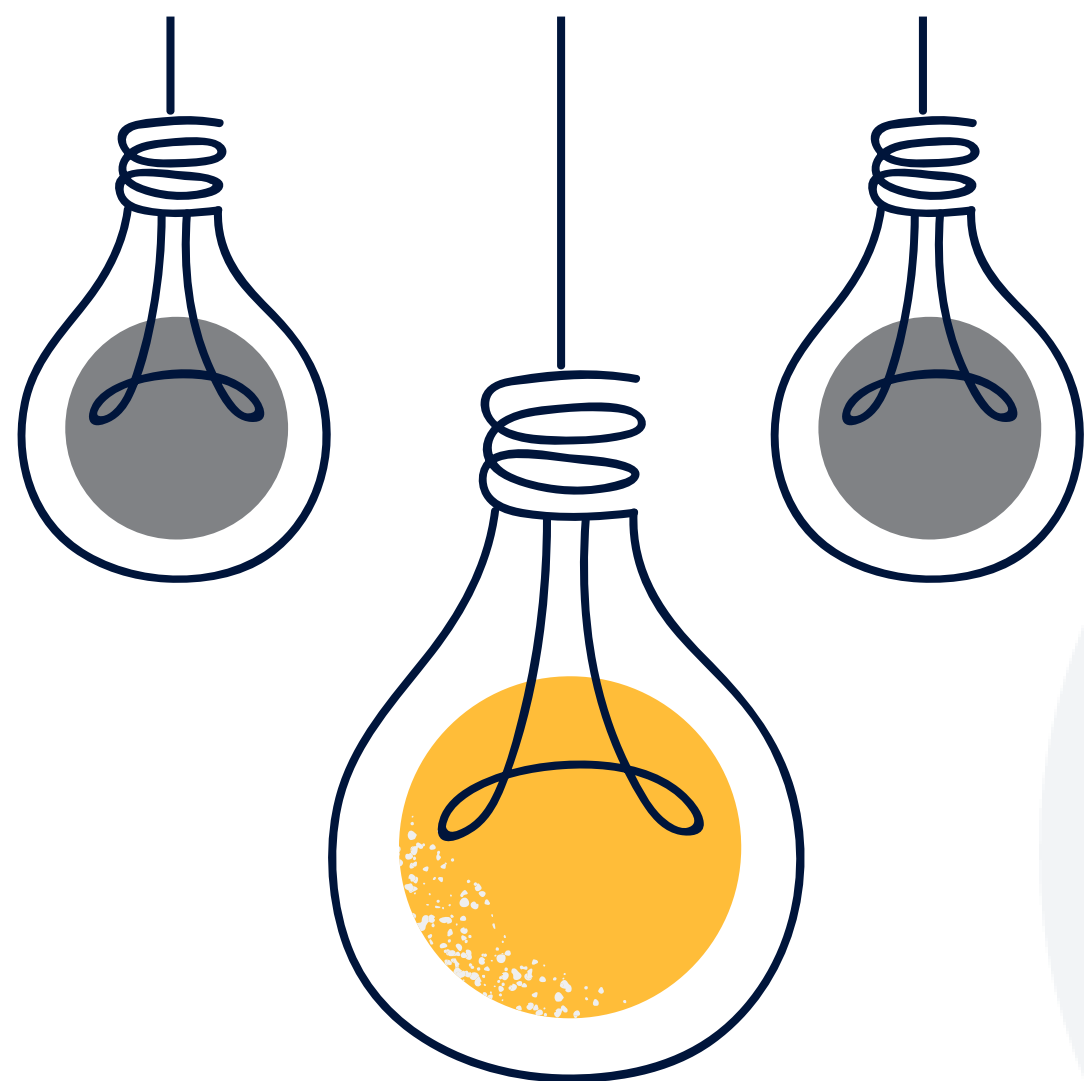
Highlight examples of strong plans and explain why they work.

KAPI ' +K



- 6Ñ A~†%Ž' ĝ A K %%Í Ž†ŽΣ≥ A~†%Ž ¬ΣΣ, Σ%Ž6Ñ
@Y%œÀœ¯ p ¯Í ¬†,, ,, Σ' ñññÑññññŔĜè Σ" Å %œŊñ Ĝñ Ñ
^ †Ć ññ ñö
- Œ Í %Í L' À%œ≠†%Ž «†~, ö ^ ~ ÀœÀ>Σ Àœ F Í ~ ÅÍ %
6ÝÍ ^ Σ_, p F Σ' Àœ† ~ Ĵ ŃŎ _ Í ¾Σ, " Σ ñññŎ
- %Ž††%ΣŽ† è ÀŽ ~ À @>Σ† I≠Í Í ~≥ĝĜ2 †%œ>† 2 ~†¬Í,, ÀĜ
X†Y†, «ÀÀĈ Ĝ w†" Àœ† e >†~ÝĜ2 ~†¬Í Š w†%œÝĜ ≥Àœ†
wŽç%œÝ>Σ† Ĝ I^ p, ~ I_ F e s Iõe 6Ñs e p6
p s e p e w XwĜ Ñ%œŽ†Ž† F Í ~ ÅÍ % 6ÝÍ ^ Σ_, p ≥Àœ
≠†≥~Ý>Ñ6@w, 2 I ŷ ĝ^ †~ŽΣ ññññĝ
- «ŽŽ" ĝIΣ≠ĝYÍ ^ †ĝYIÀœİ Ĭ; Ý%œÀœ¯Ĵ
ŽΣ%œΣ" İİ ^ ^ Í ~ŽY%œŽ" Ĭ Ĭ ~Ž†>Ĭ" ≠ΣΣ%œ«Í,, Σ
Iñ ŐñññŔI

SOURCES



- «ŽŽ " ġİΣΥ; Ý%œ" ġ, ΣİF «†Ž, †/ Σ' Ĵ†Ĵ-Í Í ≥Ĵ
Σs^ >Í Ä†ŽÄ %Ĵ^ >†%ĴÄĴ«Í ~ÄÍ %ĴΣΥÍ ^ Σİ İñ ģñññŎİ
- «ŽŽ " ġİ~ Σ† ġ≠ġΥÍ ^ † ġΥİ≥Ä" Σ, Ä†ŽÄ %Ĵ†%œĴ
Σs^ >Í Ä†ŽÄ %kΣ%o
- «ŽŽ " ġİF F F ġĆÍ ÝŽÝ· Σġ≠Í ,, İF †Ž≠«İ¼ è " we k" Ń6≠ř ō ŴÀ
" Ž p X¼ F İœ~" ĴX«F Žİ%%wŎ @s †F F ^ ,, «/ r ŌŎR
- «ŽŽ " ġİΣΥ; Ý%œ" ġ, ΣİF «†Ž, †/ Σ' Ĵ†Ĵ-Í Í ≥Ĵ
Σs^ >Í Ä†ŽÄ %Ĵ^ >†%ĴÄĴ«Í ~ÄÍ %ĴΣΥÍ ^ Σİ
- «ŽŽ " ġİ~ Σ† ġ≠ġΥÍ ^ † ġΥİ≥Ä" Σ, Ä†ŽÄ %Ĵ†%œĴ
Σs^ >Í Ä†ŽÄ %kΣ%o
- «ŽŽ " ġİ~ Σ† ġ≠ġΥÍ ^ † ġΥİ≥Ä" Σ, Ä†ŽÄ %Ĵ†%œĴ
Σs^ >Í Ä†ŽÄ %kΣ%o