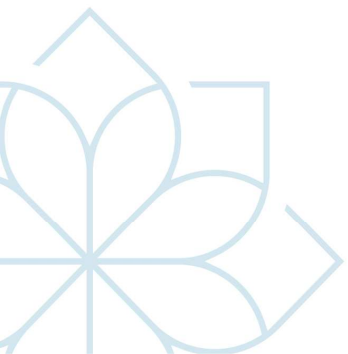# How to write successful proposals under Horizon Europe: Project Management, Communication, Dissemination and Exploitation Work Packages

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Expert Associate at University Clinical Centre of Republic of Srpska
Assistant professor at Pan European University APEIRON Banja Luka

- ❑ > 15 years experience in Framework programmes
- ❑ > 10 active participations in FP6, FP7 and H2020
- ❑ National Contact Point and Programme Committee member in FP7 and H2020
- ❑ European Commission expert for three years consequently (Southeast Asia and Africa)
- ❑ Co-author of two brochures on Horizon 2020 programme (2015)
- ❑ Author of the book „Horizon Europe 2021-2027 Next Generation of Research and Innovation" (2021)
- ❑ Author of the brochure „Horizon Europe – A brief guide for NCPs" (2022)
- ❑ Founder of EURAXESS Bosnia and Herzegovina and EURAXESS Africa

Content

RESEARCHERS IN MOTION

- **Dissemination, Exploitation and Communication**

  - Dissemination plan
  - Exploitation plan
  - Communication plan

- **Project management**

  - Roles of the Co-ordinator and partners
  - Meetings
  - Reporting

INTRODUCTION

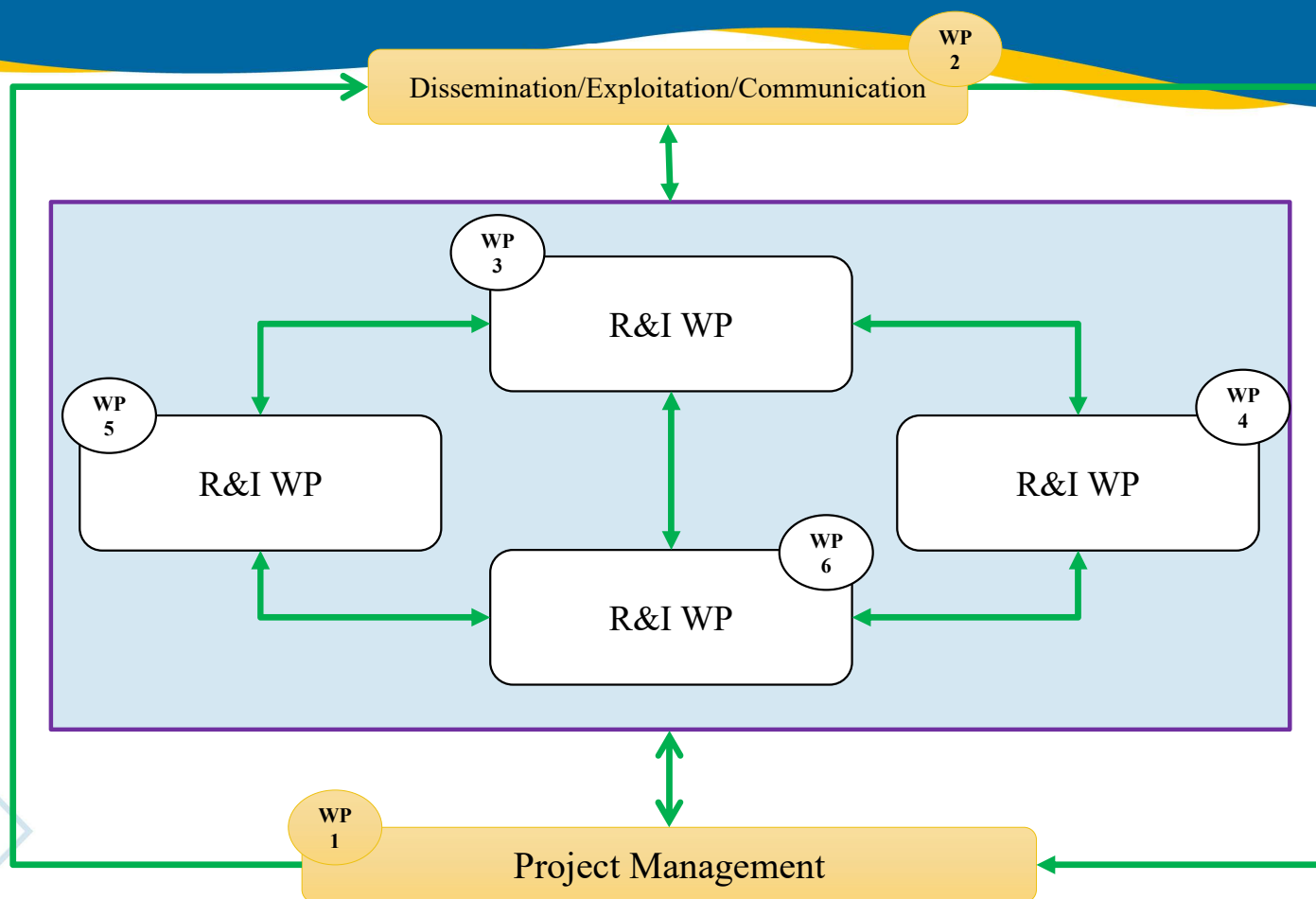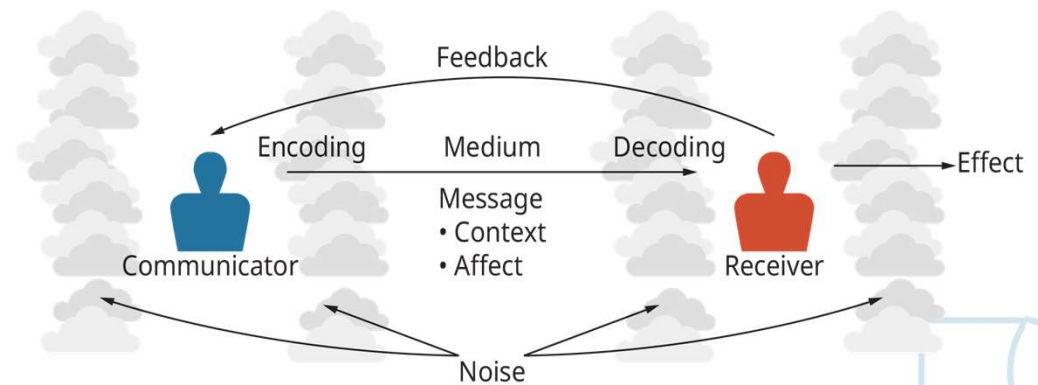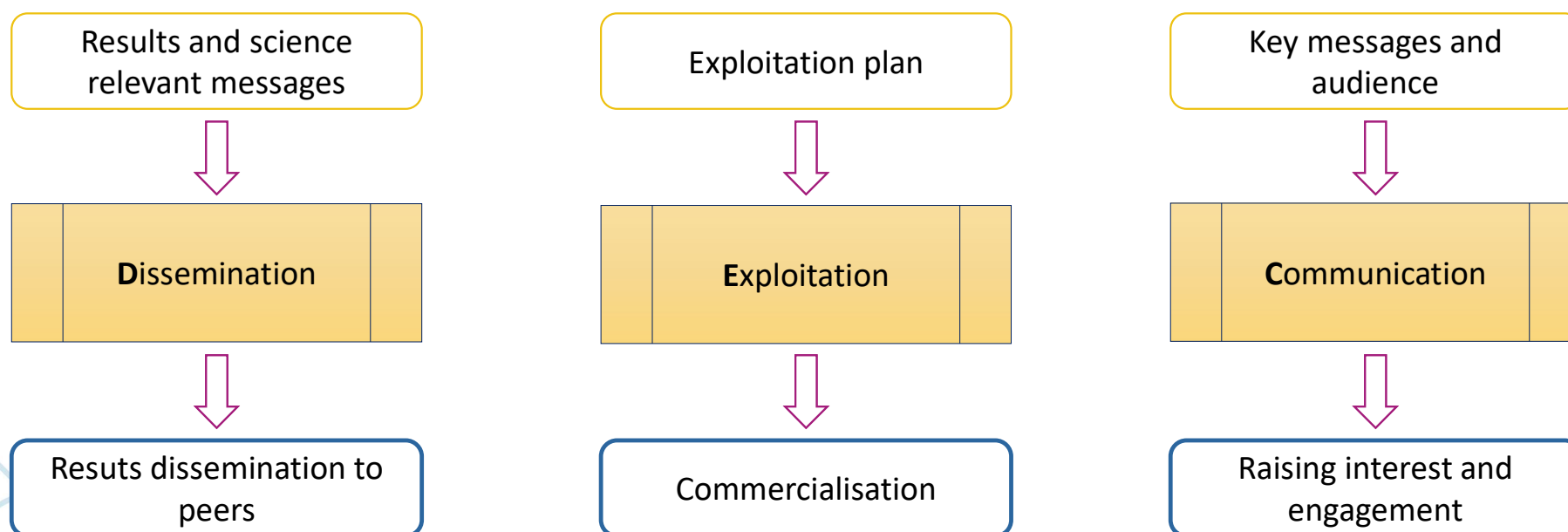Image by Werner Heiber from Pixabay
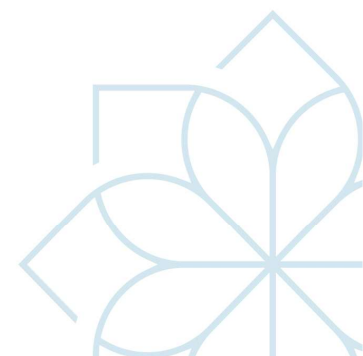
WP's interdependencies

DISSEMINATION, EXPLOITATION AND COMMUNICATION (DEC)

https://biz.libretexts.org/Bookshelves/Management/Principles_of_Management_(OpenStax)/16%3A_Managerial_Communication/16.01%3A_The_Process_of_Managerial_Communication

Logic behind the DEC* plans

```
┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│  Results and science│   │  Exploitation plan  │   │  Key messages and   │
│  relevant messages  │   │                     │   │     audience        │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘
          ↓                         ↓                         ↓
┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│    Dissemination    │   │    Exploitation     │   │    Communication    │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘
          ↓                         ↓                         ↓
┌─────────────────────┐   ┌─────────────────────┐   ┌─────────────────────┐
│ Resuts dissemination│   │  Commercialisation  │   │ Raising interest and│
│      to peers       │   │                     │   │     engagement      │
└─────────────────────┘   └─────────────────────┘   └─────────────────────┘
```

*DEC – Dissemination Exploitation Communication

Dissemination: Make your results public

Target group

Primary: **Scientists/Researchers**
Secondary (can learn from): authorities, industry, policymakers, sectors of interest, civil society

Means for achievement

Publishing in: Scientific magazines, Scientific and/or targeted conferences, Databases

Timing

At any time, as soon as the results are created

Objectives

To maximise impact of the results
To allow other researchers to **go a step forward** based on your achievements
Contribute to the advancement of the **state of the art** in domain
To make scientific results a **common good**
To implement **Open Science principles**

Exploitation: Make concrete use of results

Target group

Primary: Scientists/Researchers
Secondary (can make good use of): authorities, industry, policymakers, sectors of interest, civil society

Means for achievement

Producing: Roadmaps, prototypes, software
Sharing: knowledge, skills, data

Timing

Towards the end and beyond, as soon as the action has exploitable results

Objectives

To **initiate changes** with new legislation or recommendations
To **make a benefit** of innovation, the economy and the society
Help to **tackle a problem** and respond to an existing demand
To **protect IPR** and **facilitate commercialisation**

Communication: Promote your action and results

Target group

Broader audience: researchers, authorities, industry, policymakers, sectors of interest, civil society

Means for achievement

Produce: A well-designed strategy and campaigns
Conveying: clear messages to target groups
Using: the right media channels

Timing

From start to the end of the project, **continuous**

Objectives

To **engage with stakeholders**
To **attract the attention** of best experts, even to include them in team
To **generate market demand** for your results
To **raise awareness** of how public money is spent
To show the **importance and success** of collaborative work

EU tools for DEC*

Research and Innovation success stories (DEC)
The most recent **success stories** from EU-funded R&I.

CORDIS (DEC)
Multilingual **articles and publications** that highlight research results, based on an open repository of EU project information.

Horizon Magazine (C)
The latest **news and features** about thought-provoking R&I research projects funded by the EU.

Horizon Impact Award (C)
An **annual prize to recognise and celebrate outstanding projects** that have used their results to provide value for society. The award showcases best practices and achievements and inspire beneficiaries to maximise the impact of their research!

Horizon Dashboard (DE)
An intuitive and **interactive knowledge platform** to extract statistics and data on EU Research and Innovation programmes.

Horizon Results Booster (DE)
Free of charge to benefit from following services:
1. Portfolio Dissemination & Exploitation Strategy
2. Business plan development
3. Go-to-Market Support.

Innovation Radar (DE)
A data-driven method focused on the **identification of high potential innovations** and **the key innovators** behind them in EU-funded R&I projects.

Horizon Results Platform (europa.eu)(DE)
A **public platform that promotes research results** and widening exploitation opportunities. It helps to bridge the gap between research results and generating value for economy and society. You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others!

Image by Mohamed Hassan from Pixabay

*DEC – Dissemination Exploitation Communication

How to plan DEC* WP?

WP objectives must be clear, feasible and focused on DEC*

DEC* plans must be **present in submission stage**, but can and should be **updated** along the project lifetime

Define messages for target groups in advance

Plan stakeholders engagement and networking

Show **links to previous projects/initiatives** of importance and link with consortium, if possible

Task leader, Contributors, Timeline, Deliverables **aligned to each task** clearly!

Pay attention to „Restricted" deliverables in DEC*
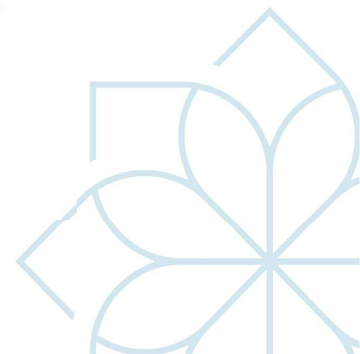
Be precise! Don't leave evaluators in doubt!

*DEC – Dissemination Exploitation Communication

Example of DEC

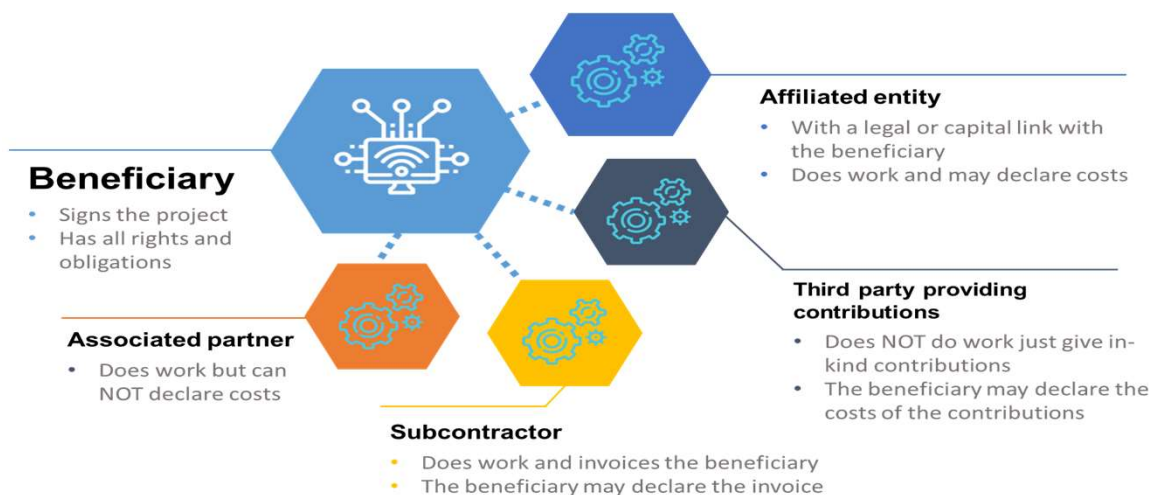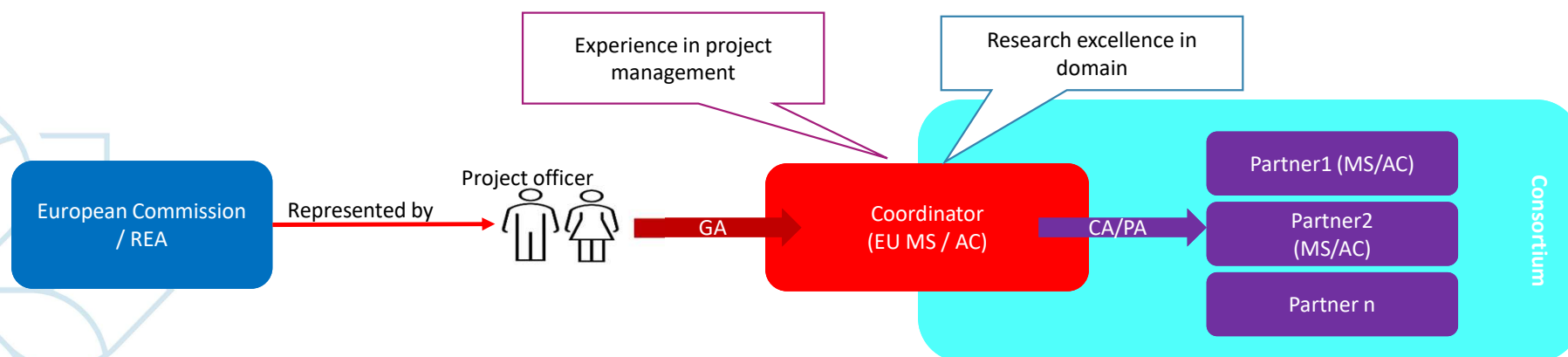| Target group	Message	Level (D/E/C)	Relevant to WP	Who?	When?	Channel and frequency
General public	Promotion of the project beginning – message: join us for more information	C	WP5 DEC	All	M3	Website montly Social media (min. 48 posts on FB and 48 posts on LI)
Peers	Important result in diabetes 1	D	WP2	WP Lead + Contributors	M24	Conference „???" 1 paper presented
Public health authorities	Implement e-health tools for better Quality of Service	E	WP4	All	M18	White paper on use of e-tools
…						

PROJECT MANAGEMENT

Image by Pete Linforth from Pixabay

Roles of coordinator and partners

Beneficiary
- Signs the project
- Has all rights and obligations

Affiliated entity
- With a legal or capital link with the beneficiary
- Does work and may declare costs

Associated partner
- Does work but can NOT declare costs

Subcontractor
- Does work and invoices the beneficiary
- The beneficiary may declare the invoice

Third party providing contributions
- Does NOT do work just give in-kind contributions
- The beneficiary may declare the costs of the contributions

DESCRIBE ROLES AND COMPLEMENTARITY OF PARTICIPATING INSTITUTIONS!

Experience in project management

Research excellence in domain

European Commission / REA → Represented by → Project officer → GA → Coordinator (EU MS / AC) → CA/PA →

Consortium:
- Partner1 (MS/AC)
- Partner2 (MS/AC)
- Partner n

Groups

Project management team

Advisory board

Monitoring team

Secondments managers

Task forces
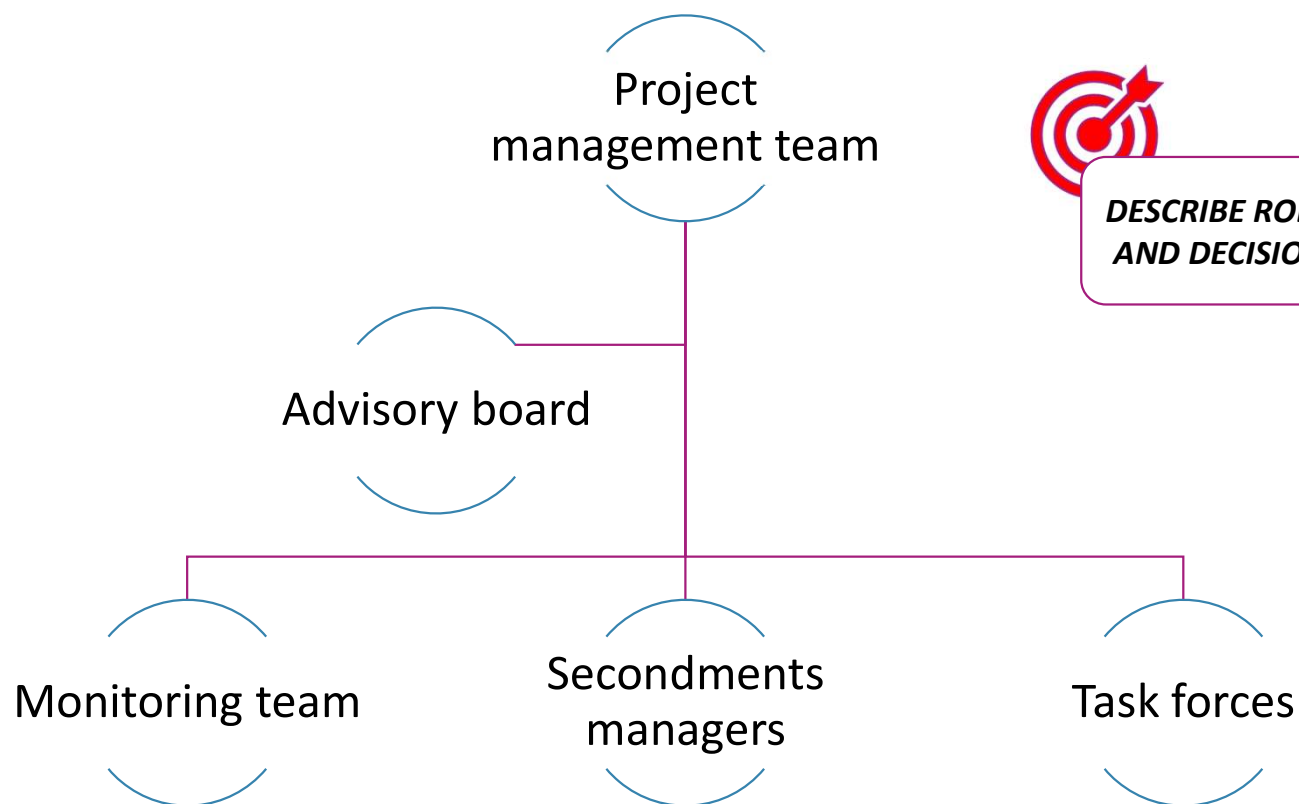
DESCRIBE ROLES, RESPONSIBILITIES AND DECISION MAKING PROCESS!

Meetings – important tool

PROVIDE FULL DETAILS ON MEETINGS!

Project initiation

Kick-off meeting

Annuall co-ordination meetings

Project monitoring and follow-up
Annual planning
Other issues

WP relevant planning, implementing and reporting meetings

WP specific meetings

Task force meetings

Task relevant planning, implementing and reporting meetings

How to plan Project management WP?

WP objectives must be clear, feasible and focused on implementation

Make sure that the **workflows are coherent** and no redundancy

Task leader, Contributors, Timeline, Deliverables **aligned to each task** clearly!

Ensure **realistic work load and deadlines** for each task

Show **awarness on risks** influencing implementation, but don't exaggerate

Provide realistic and convincing **corrective measures**

It is all about managing resources – time, people and budget!

Be precise! Don't leave evaluators in doubt!

Reporting

Obligation by GA

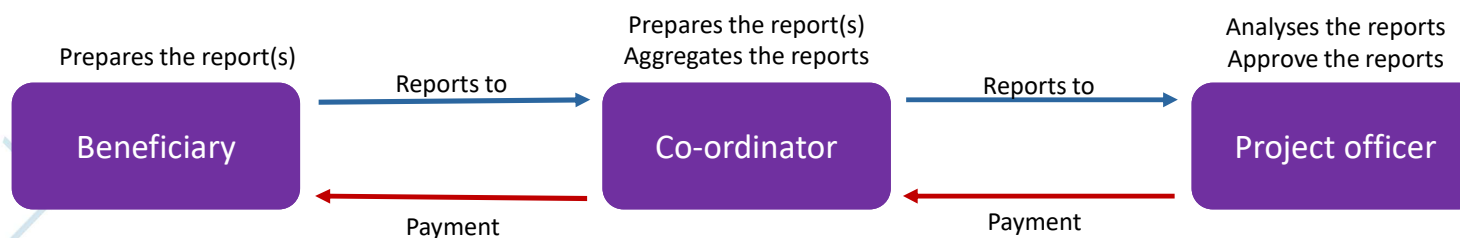Reporting per reporting period

Technical and Financial reporting

Clearly defined process
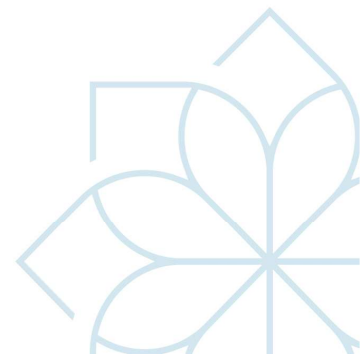
Deliverables to be reported in time

Any deviation must be foreseen and discussed with PO

MENTION REPORTING OBLIGATIONS!

Prepares the report(s)

Beneficiary

Reports to →

Prepares the report(s)
Aggregates the reports

Co-ordinator

Reports to →

Analyses the reports
Approve the reports

Project officer

← Payment

← Payment

CONCLUSION

Image by Peggy und Marco Lachmann-Anke from Pixabay

Good project management practice

Experienced coordinator is a key of success!

Organise regular management meetings to control the implementation

Align DEC plans fully with the project impact !

Ensure complementarity of partners to prevent conflict and misunderstanding.

Load distribution is important to keep consortium collaborating

Responsiveness timely is crucial for the team work

Everyone should be motivated to achieve objectives – different motivations incl.

COMMITMENT OF ALL PARTNERS to reach objectives!

Don't and do'es

Don't	copy-paste a project management section from an old proposal (or other proposal).
Don't	copy-paste a DEC section from an old proposal (or other proposal).
Don't	make a strategy and structure that is generic and not tailored to your unique project.
Do	describe all your management groups/roles and why are they important.
Do	Cross-check to ensure consistency.
Be	Punctual, Precise, Clear and Comprehensive, Ambitious but Realistic

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RESEARCHERS IN MOTION

THANK YOU FOR YOUR ATTENTION!!!

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