



# Horizon Europe

→ Special “Lens” on:  
**WIDERA**

→ Focus on “Twinning”  
**Session-XII / Room-4**



## Pierantonios Papazoglou

BSc-ENV, MEng-ENV, 6-sigma, NEBOSH, CSTC, Voc.Trainer, EARMA, IAEM, ICPEM  
Res.Assoc. in Safety of First Responders and Civil Protection  
CERIDES Research & Strategy Manager  
SEMEDFIRE-Twinning Chief-Project-Manager  
CL3 Security | Clima & Environment | WIDERA | MSCA-PF



# Presenter's Background



## Professional Experience:

- 2000-2005. Laboratory Researcher (Aegean & Stevens)
  - 2007-2008. Environment Research Officer (Univ. Nicosia)
  - 2008-2017. NCP & PCM FP7 - H2020, CY-RIF: "MSCA" | EURAXESS | "Clima & Env" | Space
  - 2017-2021. Cyprus Institute: Head-Project-Manager of TEAMING-CoE-"EMME-CARE" /
  - 2003-now. >100 projects | various sizes | mainly in scientific/ research domain
- various Roles: Implementer/ Task-Lead/ WP-Lead/ Manager/ Progr. or Portfolio Mngr.
- ETEK-Natural-Disasters, AvAΔ-Certified Voc.Trainer, PMI CY-Chapter, EARMA P&RC, IAEM, ICPEM, NEBOSH, EC-Expert Evaluator in R&I projects



## EUC - CERIDES (<https://cerides.euc.ac.cy>):

- Research & Strategy Manager | Portfolio/ Project Mngt, Identif. of (funding) Opportunities & Networking
- Proposal Writing Support & Mentoring/ Training/ Capacity Build. for EU Grants.
- PhD → Safety of First Responders / Emergency Responders







**CER!DES**

## Centre-of-Excellence in Risk & Decision Sciences

<http://cerides.euc.ac.cy>

European University Cyprus

**CER!DES**  
Excellence in Innovation and Technology







## EUROPEAN UNIVERSITY CYPRUS

Founded in 2007

Joined EURAXESS in 2022

### Receive free personalized services in:

- available research positions / job opportunities
- funding and grants opportunities
- career development counseling
- visa requirements and work permits
- compensation, benefits and deductions
- ethical considerations in research and procedures for ethics approval

### Research Areas

Computer Science and Engineering  
Social Sciences  
Risk and Decision Sciences  
Health and Biomedical Sciences  
Medicine  
Law



### Get in touch

**Andri Christoforou**

A.Christoforou@euc.ac.cy

**Pierantonios Papazoglou**

P.Papazoglou@research.euc.ac.c



**European University Cyprus**



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## CER!DES – Excellence in Innovation and Technology Aims

### OUR IDENTITY

We are a **Science, Education, Innovation, Research, Excellence - Centre**

Our name is...**CERIDES** = Centre of **E**xcellence in **R**isk and **D**ecision **S**ciences

**CER!DES**

### VISION

To become the leading Mediterranean institution of research and applied activities, in the domains of **Occupational Safety & Health, Disaster and Emergency Management, and Safety & Security**, and to foster long-term international collaborations leading to safer and more secure societies in the region.







## CER!DES – Excellence in Innovation and Technology Aims

### MISSION

To inspire, develop, and enhance the safety, security and resilience of societies, by conducting world-class research activities and by developing innovative processes, tools and services in the domains of Occupational Safety & Health, Disaster and Emergency Management, and Safety & Security, through holistic approaches that will be scientifically and academically sound, supportive to governance, promoting industry-innovation-entrepreneurship, civically and societally responsible, and environmentally conscious.

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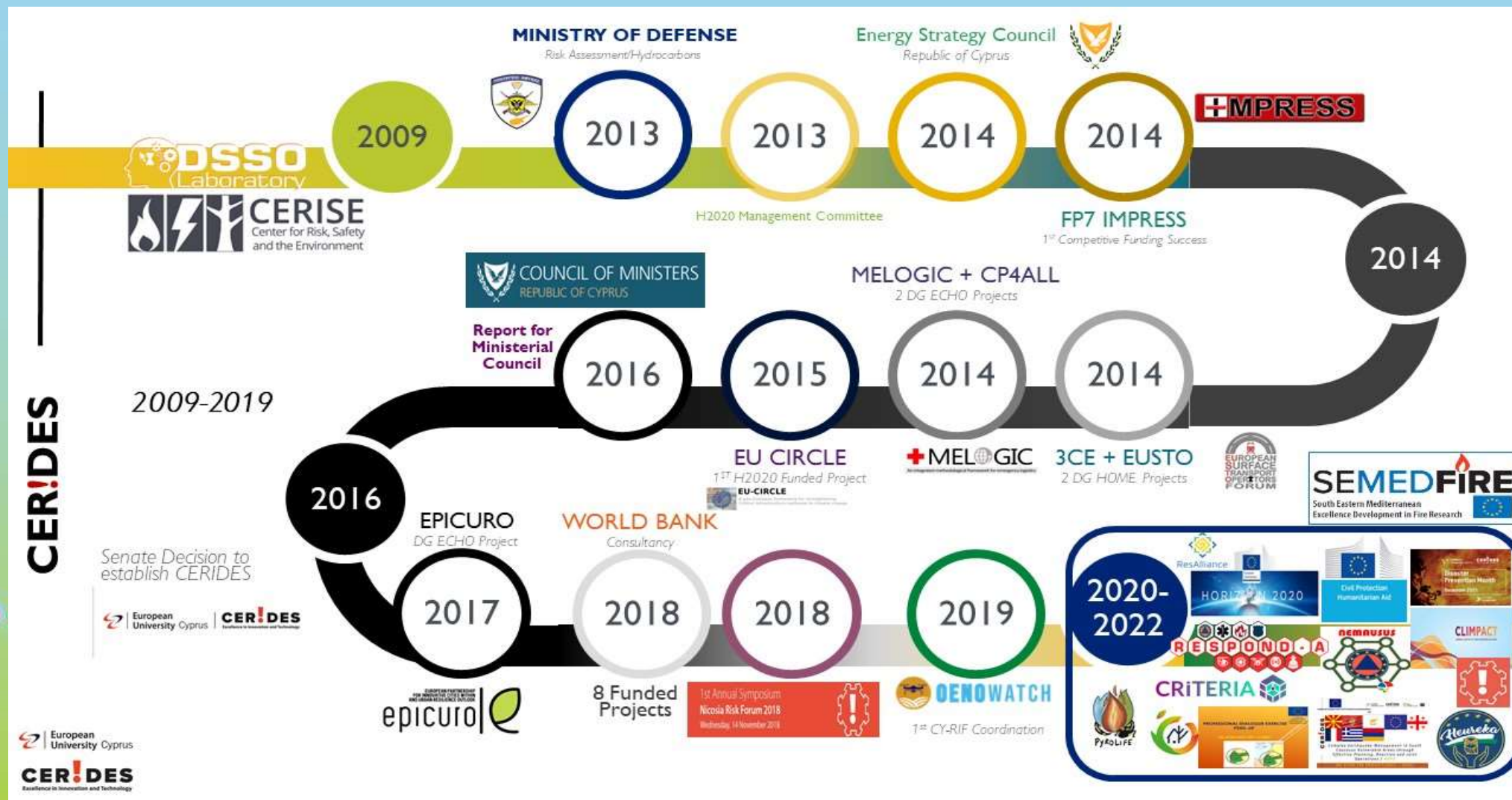


## Facts and Figures in 2021-22

- Employs 9 Faculty + 30 Researchers (10 PhD Candidates)
- Has attracted already in excess of €10 Mn
- Coordinating 3 H2020, 1 IΔEK, 4 DG ECHO
- 25+ EU funded projects
  - H2020
  - FP7
  - DG ECHO
  - DG Home
  - DG Justice
  - Research Promotion Foundation

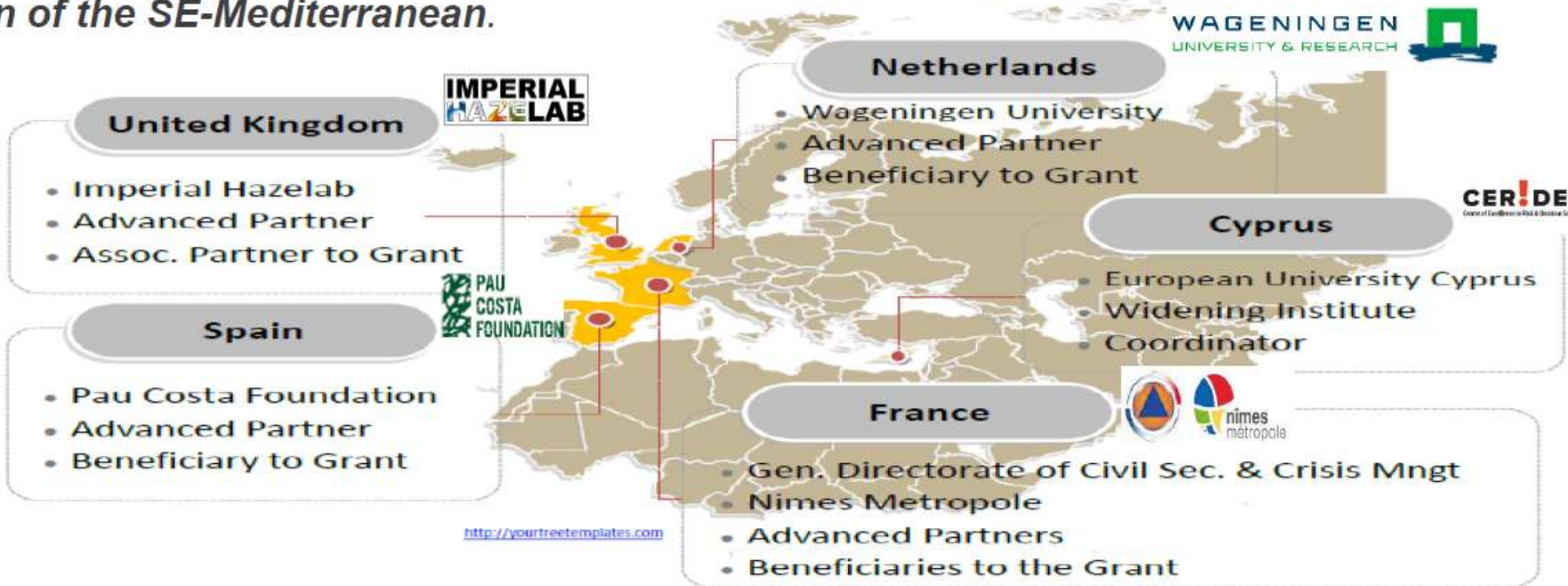


# Presenter's Organisation





Culminating to **strategic HEU-WIDERA-Twinning "SEMEDFIRE"**, which teams-up world-renown Experts in the Fire/Wildfire domain, so as to elevate our knowledge and experience, in order for us to become a **"lighthouse" of excellence in Fire/Wildfire Research in Cyprus and the region of the SE-Mediterranean.**



Among the important outcomes of the SEMEFIRE-project will be:

- **"Basic Fire Management Suite for Cyprus and the Region"** co-developed with Imperial.
- **"Integrated Fire Management Strategy for Cyprus and the Region"** co-developed with Wageningen.
- **"Forest Fires Community Engagement Plan for Cyprus and the Region"** with Pau Costa Foundation.
- **"Fire-Governance and Agencies-Interoperability White Paper"** with French Sec.Civile & Nîmes.

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→ As I am addressing a well-versed “Applicant audience”, my ‘Applicant’s Perspective’ is presented in the form of:  
***“What would I like to receive as insight/advice...”***

regarding:

- **Horizon Europe and WIDERA “Insight”...**

No ‘statistics’ / ‘success-rates’ / ‘useful links’ / ‘stuff I can find and read myself’

But insight on what I need to realize and consider so as to engage in the endeavor!



- **Consortium... “Mechanics”...!**

Partner Search overview/ suggestions



- **Proposal Writing...!**

What to Consider in the Application  
 “Hints” and “Tips”





# WHAT is HORIZON EUROPE ...at a glance...

[https://ec.europa.eu/info/horizon-europe\\_en](https://ec.europa.eu/info/horizon-europe_en)



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# Some... “Truths” to... realize, as an Applicant...!!!



- The HEU-Proposal is NOT a Paper/ Article for a Journal...
- It is a... “*pitch-to-receive-funding*” of the research-excellence... and in the WIDERA-case; of the potential for improved access to excellence, for attracting & retaining talent, for strategic reforms
- EC has been doing this for quite a few FPs... There are particular policy and mandate backgrounds. There’s a particular language-jargon, structure, process...



- Philosophy: “Competitive Calls”...NOT “*subsidies*”...!

*So WIDENING-Applicants: forget any ‘stereotype’ ‘misconceptions’ about ‘Brussels-funding’...*

- EC publishes the Call, but Proposal evaluated by external Expert Evaluators... Applicants need to “address the expectations” of both these “audiences”...





# Some... “Truths” to... realize, as an Applicant...!!!



- You need to showcase **EUROPEAN ADDED VALUE...!**

→ Must have “European dimension” and “Pathways to (European) Impact”.

→ Transnationality, replicability, transferability: keywords for both “challenges”/“problems” addressed, and “solutions” proposed.

→ Also some... *extras* especially for **WIDENING** Actions... (*see shortly!*)



- You need to showcase how you contribute to the priorities of:

Source: EC, DG RTD, and REA

→ the **EU GREEN DEAL**,

→ the **EU Green Transition**,

→ as well as how you align with the **EU Missions...**







# Some... “Truths” to... realize, as an Applicant...



... from a **WIDENING Country...!!!**

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→ for WIDERA... you need to showcase:



- How you align with the *Smart Specialization Strategy* of your Widening Country..!  
→ so... consider also ‘Cohesion Policy’ and ‘Enlargement & Neighborhood Policy’...
- How you synergistically capitalize/ mobilize any national (and even regional/local/ institutional) funding and investments...
- IF you (and your hierarchies...) are ready, and HOW (tangibly), to make institutional changes/ reforms that will establish and foster “ERA-grade” excellence...  
→ Consider also (if not mainly...) the structures/ practices/ ‘mentalities’ of RMA, as well as the overall ‘ecosystem’ of where your research is proposed to be conducted...
- How you will establish long-standing ‘win-win’ Partnerships with ‘Advanced Partners’, which will foster raising research-reputation, image/visibility, brain-circulation/ brain-gain...



# WIDERA part of Horizon Europe...

## SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT<sup>\*</sup>

*Exclusive focus on civil applications*



## WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

Widening participation & spreading excellence

Reforming & Enhancing the European R&I system





# WIDERA part of Horizon Europe...

#HorizonEU



According to the Horizon Europe regulation ... the less advanced countries ... eligible for hosting the co-ordinator of widening actions are Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and all Associated Countries with equivalent characteristics in terms of R&I performance (Albania, Armenia, Bosnia & Herzegovina, Faroe Islands, Georgia, Kosovo<sup>4</sup>, Moldova, Montenegro, North Macedonia, Serbia, Tunisia, Turkey, Ukraine, and once associated Morocco), as well as the Outermost Regions (defined in Art. 349 TFEU).

<sup>4</sup> This designation is without prejudice to positions on status and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

Hereinafter, these countries including the Outermost Regions will be named 'Widening countries' in this document.

*Horizon Europe - Work Programme 2023-2024  
Widening participation and strengthening the European Research Area*



**WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA**

Widening participation & spreading excellence      Reforming & Enhancing the European R&I system







# WHO... is eligible for... funding in HEU...!!!



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## EU COUNTRIES

- Member States (MS) including their outermost regions
- The Overseas Countries and Territories (OCTs) linked to the MS.



## NON-EU COUNTRIES

- Countries associated to Horizon Europe (AC)
- Low and middle income countries: See [HE Programme Guide](#).
- Other countries when announced in the call or exceptionally if their participation is essential



## SPECIFIC CASES

- Affiliated entities established in countries eligible for funding.
- EU bodies
- International organisations (IO):
  - International European research organisations are eligible for funding.
  - Other IO are not eligible (only exceptionally if participation is essential)
  - IO in a MS or AC are eligible for funding for Training and mobility actions and when announced in the call conditions



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Source: EC, DG RTD, and REA





# WHO... is eligible for... funding...!!!



## Associated Countries



For the purposes of the eligibility conditions, applicants established in Horizon 2020 Associated Countries or in other third countries negotiating association to Horizon Europe will be treated as entities established in an Associated Country, if the Horizon Europe association agreement with the third country concerned applies at the time of signature of the grant agreement.

### Specific situation of UK

- The UK is expected to soon become an associated country to Horizon Europe. UK entities can take part in the first calls for proposals of Horizon Europe
- The UK is associating to the full Horizon Europe programme with the only exception of the EIC Fund (which is the loan/equity instrument of the EIC).



# WHO... is eligible for... funding...!!!



## Eligibility

## Eligibility



### Consortium composition (collaborative projects)

- at least one independent legal entity established in a Member State, and
- at least two other independent legal entities each established either in a different Member State or an Associated Country.



### Gender Equality Plan (applicable only from 2022 on)

Participants that are public bodies, research organisations or higher education establishments from Members States and Associated countries **must have a gender equality plan**, covering minimum process-related requirements.

- A self-declaration will be requested at proposal stage (for all types of participants).
- Included in the entity validation process (based on self-declaration)



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## Activities eligible for funding

Eligible activities are the ones described in the call conditions

Activities must **focus exclusively on civil applications** and must not:

- aim at human cloning for reproductive purposes;
- intend to modify the genetic heritage of human beings which could make such changes heritable (except for research relating to cancer treatment of the gonads, which may be financed);
- intend to create human embryos solely for the purpose of research, or for the purpose of stem cell procurement, including by means of somatic cell nuclear transfer;
- lead to the destruction of human embryos.



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# Main... TYPES of ACTIONS...!!!



**Research and innovation action (RIA)**

Activities to establish new knowledge or to explore the feasibility of a new or improved technology, product, process, service or solution.

**Innovation action (IA)**

Activities to produce plans and arrangements or designs for new, altered or improved products, processes or services.

**Coordination and support actions (CSA)**

Activities that contribute to the objectives of Horizon Europe. This excludes R&I activities, except for 'Widening participation and spreading excellence'

**Programme co-fund actions (CoFund)**

A programme of activities established or implemented by legal entities managing or funding R&I programmes, other than EU funding bodies.

**Innovation and market deployment actions (IMDA)**

Activities that embed an innovation action and other activities necessary to deploy an innovation on the market. (EIC)

**Training and mobility actions (TMA)**

Activities that aim to improve the skills, knowledge and career prospects of researchers, based on mobility between countries and, if relevant, between sectors or disciplines. (MSCA)

**Pre-commercial procurement actions/ (PCP)**

Activities that aim to help a buyers' group to strengthen the public procurement of research, development, validation and, possibly, the first deployment of new solutions

**Public procurement of innovative solutions actions (PPI)**

Activities that aim to strengthen the ability of a buyers' group to deploy innovative solutions early





## Maximum funding rates

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

Other funding rates may be set out in the specific call conditions



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# WHERE to find Upcoming Funding Opportunities

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-search>















# Funding & Tender Opportunities portal



<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-search>







Reference Documents

ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON

Funding & tender opportunities

European Commission

Single Electronic Data Interchange Area (SEDIA)

English EN

Register

Login

SEARCH FUNDING & TENDERS

HOW TO PARTICIPATE

PROJECTS & RESULTS

WORK AS AN EXPERT

SUPPORT

Horizon Europe (HORIZON)

Programming period

2021-2027

Horizon Europe (HORIZON)

Clear filter

Reference Documents

Grants

Procurement

WIDERA part documents...

11. Widening participation and strengthening the European Research Area v1.0

Source: EC, DG RTD, and REA

European University Cyprus

CERIDES

https://cerides.euc.ac.cy

#HorizonEU

WIERT

REGION OF CRETE

ΔΗΜΟΣ ΧΑΝΙΩΝ

ΔΕΔΙΣΑ

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22June 2023



# Consortium...

# Mechanics....



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- To achieve **European Added Value...**
- **Transnationality, replicability and transferability...**



- To achieve **WIDERA scopes**, you need...



- Good Advanced **PARTNERS** and good **Consortium...!**







# Good Characteristics in Advanced Partners...!!!



► Are they 'knowledgeable' of the WIDERA scopes?

→ Have they understood 'why' and 'how' this is done?

► Are they reliable? Do they 'deliver' on time...

► Are they suitable for the purposes of the Project?

→ research-wise but also 'administratively'?

► Is their Organisation able to provide the necessary resources and infrastructure to showcase raising the attractiveness of the Widening Inst., its research-reputation, its capacity for reforms, etc?

► Do they contribute (also) to Cross-Cutting Issues?



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# Characteristics of a Good WIDERA-Consortium...!

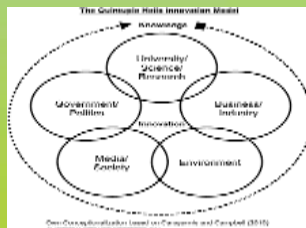


✓ Experienced Widening-Institution Coordinator

✓ Experts/Scientists with track record, relevant expertise and skills

✓ Good infrastructure and resources

✓ Partners contributing to “quintuple helix” and “*triple-i* dimension”



✓ Gender Balance

✓ Multidisciplinarity and Complementarity (no major overlaps) and synergies

✓ Relevant stakeholders

✓ Balanced work-distribution

✓ Added value & Win-Win of/by/for each Partner

✓ Previous collaborations

✓ Commitment



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## Where should I (mainly) look for Advanced Partners...?

- ▶ Personal contacts with (reliable) people and institutions you have worked with in other scientific/ research endeavours
- ▶ Previous Collaborations in (EU) Projects
- ▶ Contacts from participation in Working Groups / Committees



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## How about additional “good” sources for Partners...?

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► COST Actions:

→ [www.cost.eu](http://www.cost.eu)



► European Commission SEDIA Portal Partner Search Tool:

→ <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/partner-search>



► EEN Cooperation Opportunities Database

→ <http://een.ec.europa.eu/tools/services/SearchCenter/Search/ProfileSimpleSearch>

► Brokerage Events, Info-days, Seminars, Conferences

► *Linked In, ResearchGate.net, Academia.edu, Angel List*





# WHAT to Consider when Preparing an Application for Horizon Europe



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## → Overall Useful Links and Documents...!

- **SEDIA**

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

- **Helpdesk and Support Services**

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/helpdesks>

- **On-line Manual**

<https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Online+Manual>

- **Website of Network-Project of WIDERA National-Contact-Points**

→ <https://www.ncpwideranet.eu/>

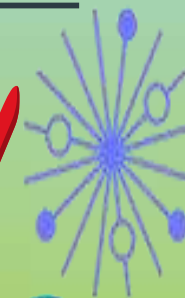
- **Annotated Model Grant Agreement [now: version 1 Apr 2023]**

[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf)

- **EURAXESS (Charter-&-Code, Policy...)**

<https://euraxess.ec.europa.eu/>

<https://euraxess.ec.europa.eu/useful-information/policy-library>



NCP  
WIDERA.NET





## Key principles



Your proposed work must be within the scope of a work programme topic



You need to demonstrate that your idea is ambitious and goes beyond the state of the art



Your scientific methodology must take into account interdisciplinary, gender dimension and open science practices. It must not significantly harm the environment



You should show how your project could contribute to the outcomes and impacts described in the work programme (the pathway to impact)



You should describe the planned measures to maximise the impact of your project ('plan for the dissemination and exploitation including communication activities')



You should demonstrate the quality of your work plan, resources and participants



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## Policy and Horizontal / Cross-Cutting Considerations...

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

### Open Science

Open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process. Including active engagement of society

### Gender Dimension

Addressing the gender dimension in research and innovation entails taking into account sex and gender in the whole research & innovation process.

### 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.

### Dissemination, exploitation and communication

To include a draft plan in proposal is an admissibility condition, unless the work programme topic explicitly states otherwise.

### European Green Deal

In line with the European Green Deal objectives, the research and innovation activities should not make a significant harm to any of the six environmental objectives (EU Taxonomy Regulation)

### Trustworthy Artificial Intelligence

Due diligence is required regarding the trustworthiness of all AI-based systems/ techniques used or developed in projects funded under Horizon Europe.





## Application form (proposal template)

### Same structure

The proposal contains two parts:

- **Part A** (web-based forms) is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.
- **Part B** is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.





# “Hints” and “Tips” for HEU-WIDERA Proposals...!



→ Common ‘traps’ / ‘pitfalls’ / ‘errors’

- Proposal written as a purely Scientific Paper...
- Generic and/or insufficiently demonstrated Objectives.
- Non evident contributing-status of Advanced Partners
- Non appropriate methodology for enhancement and improvement of Widening Institution.
- Scientific/ Innovation Strategy of Widening Institution is not sufficiently described and/or not aligned to national Specialization Strategy or other Strategic Policies/ Documents
- Unclear pathway to increasing competitive research funding and publications/ reputation/ attractiveness of Widening Inst.
- Unclear IPR/ Innovation/ Data Management and Risk Mngt.
- Poor allocation of resources and non-detailed budget.
- Essential parts of the Template are disregarded...!
- Not-final...Wrong draft submitted...!







# “Hints” and “Tips” for HEU-WIDERA Proposals...!



## → What Evaluators expect

- Well-organised, “flowing” text. Proposal should make the Evaluators’ “life” easier: consistent, well-written, following guidelines/templates, “built” around the Evaluation Criteria to help the Evaluators score easily.
- Always revisit the Criteria-questions... Stay within “Scope” and “Expected Impact”.  
(→ copy from Documentation and work around it)
- No duplications of previous works/projects, but... capitalizing on them.
- Explain abbreviations/ Use Glossary, Use tables and diagrams (relevant and easily understandable).
- Use Structure from Templates... Use Headings and subheadings from Templates...



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# “Hints” and “Tips” for HEU-WIDERA Proposals...!



## → Overall Advice

- Use Margins and Font Size / Page-Numbering / Page Limits set in Templates...!
- Accurate, Verifiable and Professional content (refer. where needed).
- No “emphatic” statements and claims that are unsubstantiated.
- Consistent in English throughout. NO jargon or slang.
- Write for the “non-specialist” - educate the Evaluator to understand what you want to do and why it is worth the funding... !
- No typos, no inconsistencies, no obvious cut-&-paste, no numbers which don't add up, no missing pages...
- Details - Details... but also «economy» in words...



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# “Hints” and “Tips” for Horizon Europe Proposals...!



- Remember... «KISS» and «KILL»... «economy» in words:

**Write clearly:  
Omit needless words**

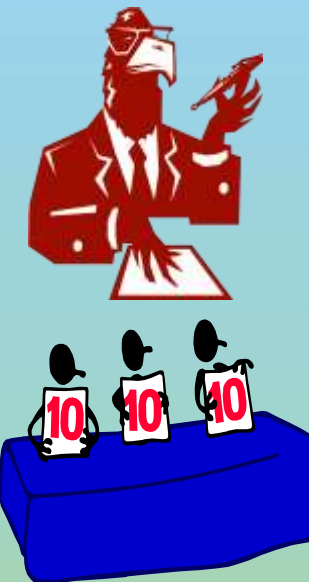
“The **main** purpose of any scientific article is to convey in the fewest **number of** words the ideas, procedures, and conclusions of an investigator **to the scientific community**. Whether **or not** this **admirable** aim is accomplished depends **to a large extent** on how skillful the author is in **assembling the words of the English** language.”

(Gaafar, 1981, “Use, misuse and abuse of language in scientific writing”)

Acknowledgement: Prof. M. Avraamides, UCY

- European Commission’s Clear Writing Tips Campaign...:

[https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/translation/clear-writing-europe\\_en](https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/translation/clear-writing-europe_en)





# “Hints” and “Tips” for Horizon Europe Proposals...!



## Good to follow the “Logical Framework” approach:

- WHY a project is carried out
- WHAT it is expected to achieve (and what not...)
  - So, Project Objectives (and non-Objectives)
- WHO is going to do the work...
  - So, Consortium and the synergies and complementarity of Partners
- HOW the project is going to achieve the above...
  - So, Work-Plan and Phases of Work, as well as Means/ Resources to be utilized.



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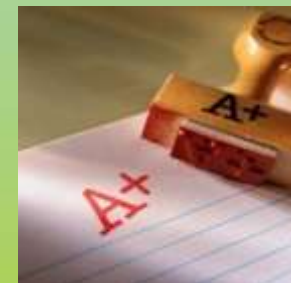




# “Hints” and “Tips” for Horizon Europe Proposals...!



- ✓ Develop end-to-end applications!
- ✓ Showcase and build on trials, and develop/ further enhance any early prototypes...
- ✓ Underline the Innovative, Beyond-the-State-of-Art character of your solution/ project...
- ✓ Provide Public Benefits from your solution/ project...
- ✓ Strengthen the community of relevant developers of technologies!
- ✓ Exploit (if any) mature business concepts...
- ✓ Don't forget **Technology Readiness Level(s)**...!
- ✓ Take into account relevant standards and regulations (eg. Safety and security)...!



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# “Hints” and “Tips” for Horizon Europe Proposals...!



## Successful Proposals are...

**S** *Specific*  
**M** *Measurable*  
**A** *Attainable*  
**R** *Relevant*  
**T** *Timely*



But also,  
don't forget...

### The John Whitmore Model

**SMART**  
 Specific  
 Measurable  
 Attainable  
 Realistic  
 Time Phased

**PURE**  
 The Right Goal  
 Positively Stated  
 Understood  
 Relevant  
 Ethical

**CLEAR**  
 Challenging  
 Legal  
 Environmentally Sound  
 Agreed  
 Recorded

<https://www.biggerplate.com/mindmaps/NM3mZKfq/are-your-goals-smart,-pure,-and-clear>

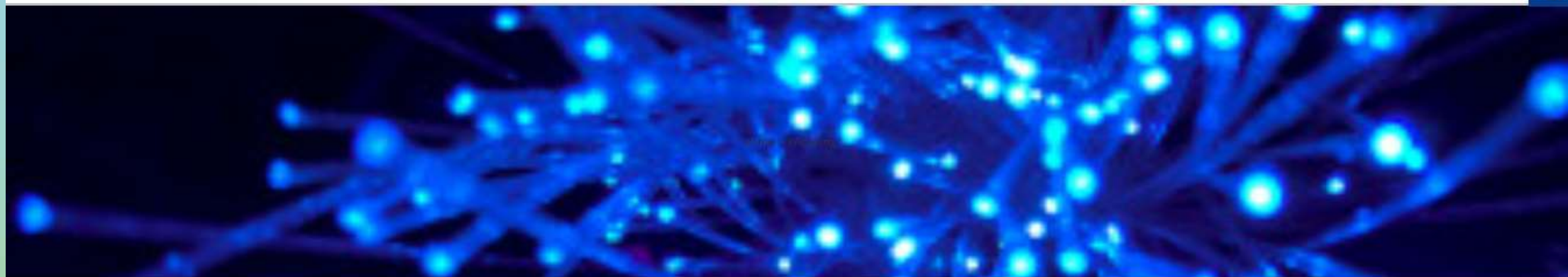
(Doran, G.T., 1981. Management Review)





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## Widening

Currently the EU is facing a situation where disparities in research excellence and innovation performance at national and regional level are significantly wide . Furthermore, low participation in the EU framework programs, inadequate R&D&I investment at national level or lack of synergies between national research systems/strategies and the EU landscape in certain countries hamper competitiveness, business growth and employment creation.

To prevent further disparities, maximize investment in R&D and enhance economic growth, the Horizon Europe took relevant actions under the separate specific objective "Widening Participation and Spreading Excellence". Its core aim is to fill in the gap between research and innovation in countries lagging behind the rest of Europe in terms of scientific output by investing in selected knowledge institutions, enhancing research excellence, creating new CoE or creating space for international cooperation for researches.

## Widening

- ✓ Have a ‘Step-Up’ Application Strategy!

- ✓ Build your Partnership with Advanced Partners

## Twinning

- ✓ Enhance your excellence “ecosystem”

Excellence Hubs

ERA-Chairs

but also  
Excel.Initiatives

Hop-Ons

- ✓ “Lighthouse” of Excellence

## Teaming



[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2023-2024/wp-11-widening-participation-and-strengthening-the-european-research-area\\_horizon-2023-2024\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2023-2024/wp-11-widening-participation-and-strengthening-the-european-research-area_horizon-2023-2024_en.pdf)





# “Hints-&-Tips” focus on TWINNING Proposals...!



#HorizonEU



Twinning

**Twinning** aims to build on the huge potential of **networking for excellence** through **knowledge transfer** and **exchange of best practice** between research institutions and leading partners.

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# “Hints-&-Tips” focus on TWINNING Proposals...!



- Proposal has to convince that, through the **Networking**, it will **add value and lead structural changes towards excellence** in the WIDENING Institution; must have defined **Objectives and concrete Impacts** (both science & RMA)
- Clear description of the **competencies and synergies of Advanced Partner(s)**.
- Contribution to and/or alignment with **national Smart Specialisation Strategy**, and **regional/European Strategies**, as well as **Change in the Widening Institution** (both science & RMA)
- Clear **Work Plan, Contingency Planning, IPR and Risk management considerations, Communication/ Dissemination Plans**, and **concrete/detailed Budget**.



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**Pierantonios Papazoglou**

**Research & Strategy Manager**

European University Cyprus - CERIDES

Email:

[p.papazoglou@research.euc.ac.cy](mailto:p.papazoglou@research.euc.ac.cy)

facebook.com/semefire twitter.com/semefire



LinkedIn: <https://www.linkedin.com/in/pierantoniospapazoglou/>



Twitter: <https://twitter.com/ppapazog>



Facebook: <https://www.facebook.com/pierantonios.papazoglou/>



Instagram: <https://www.instagram.com/pierantoniospapazoglou/>



ORCID: <https://orcid.org/0000-0002-2785-8360>



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