Dissemination and Exploitation in H2020

Practical tips on how to design and write the Dissemination & Exploitation aspects in H2020 proposals

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Introduction

David Murphy

David is the General Manager of AquaTT and a Co-founder of Intrigo Ltd (founded in 2017). David originally trained as a marine biologist. He has 19 years of experience in European funding programmes.

He has overseen the growth strategy of AquaTT to make them a leader in Knowledge Management Activities. AquaTT participated in 17 FP7 projects and currently has a portfolio of 18 H2020 projects. Intrigo has 4 H2020 projects.

David provides advice, consultancy and training in funding procurement to Universities, public bodies and companies across Europe.

Marieke Reuver

Marieke is the Programme Manager in AquaTT and a Co-founder and Director of Intrigo Ltd. Marieke has a background in Animal Science (MSc) with an aquaculture specialisation from Wageningen University (the Netherlands). She has over 13 years of experience in European funding procurement and project implementation, including Lifelong Learning Programmes, Interreg, FP6, FP7 and H2020.

Marieke leads a team of Project Officers responsible for implementation of AquaTT's and Intrigo's portfolio of European Union funded projects.

Marieke's work focuses on knowledge management and transfer, communication and dissemination, as well as stakeholder engagement and education, across international, multi-disciplinary projects.

Who we are

- Intrigo is a young Irish SME (Established March 2017)
- Set up by senior staff in AquaTT
- **Multidisciplinary team** with professional backgrounds in scientific research, education, business, graphic design and communication
- Over 60 person years worth of **experience in EC funding programmes**
- Specialise in **bridging the gap from science to policy, industry and society**

Our Offering

- **Impact Partner**: We devise best practice work packages, and responses to *Section 2* of the application form and then lead the knowledge management aspects of projects

- **Strategic Services:** funding opportunity mapping, training and capacity building, project design and writing, project management, communication and dissemination, knowledge transfer, impact measurement.

Our Strategic Approach to H2020

1. We are strategic in pursuing opportunities – our resources are limited
2. We understand the EU funding system and monitor developments
3. We understand the full lifecycle, working at pre-funding, implementation and close out of projects
4. We network a lot
5. We know that it is not just about writing lots of applications

Approach for this Session

A holistic approach to scoring well on impact in H2020 bids

a) Strategic considerations
b) Practical tips and examples

The Pre-Award Iceberg

Winning a bid is just at the tip!

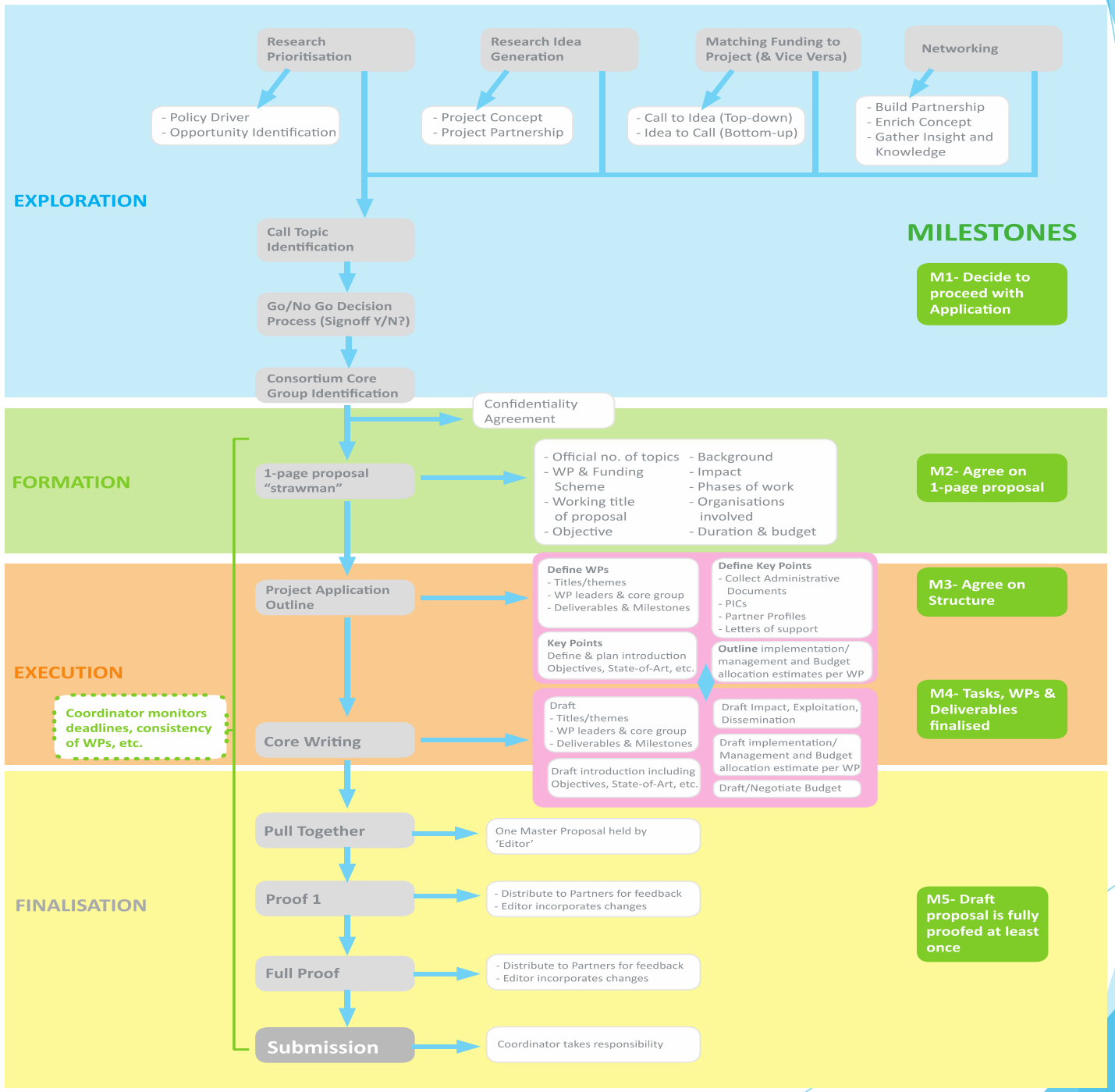
- Submitting/Contributing to a competitive Application
- Grant writing, budgeting

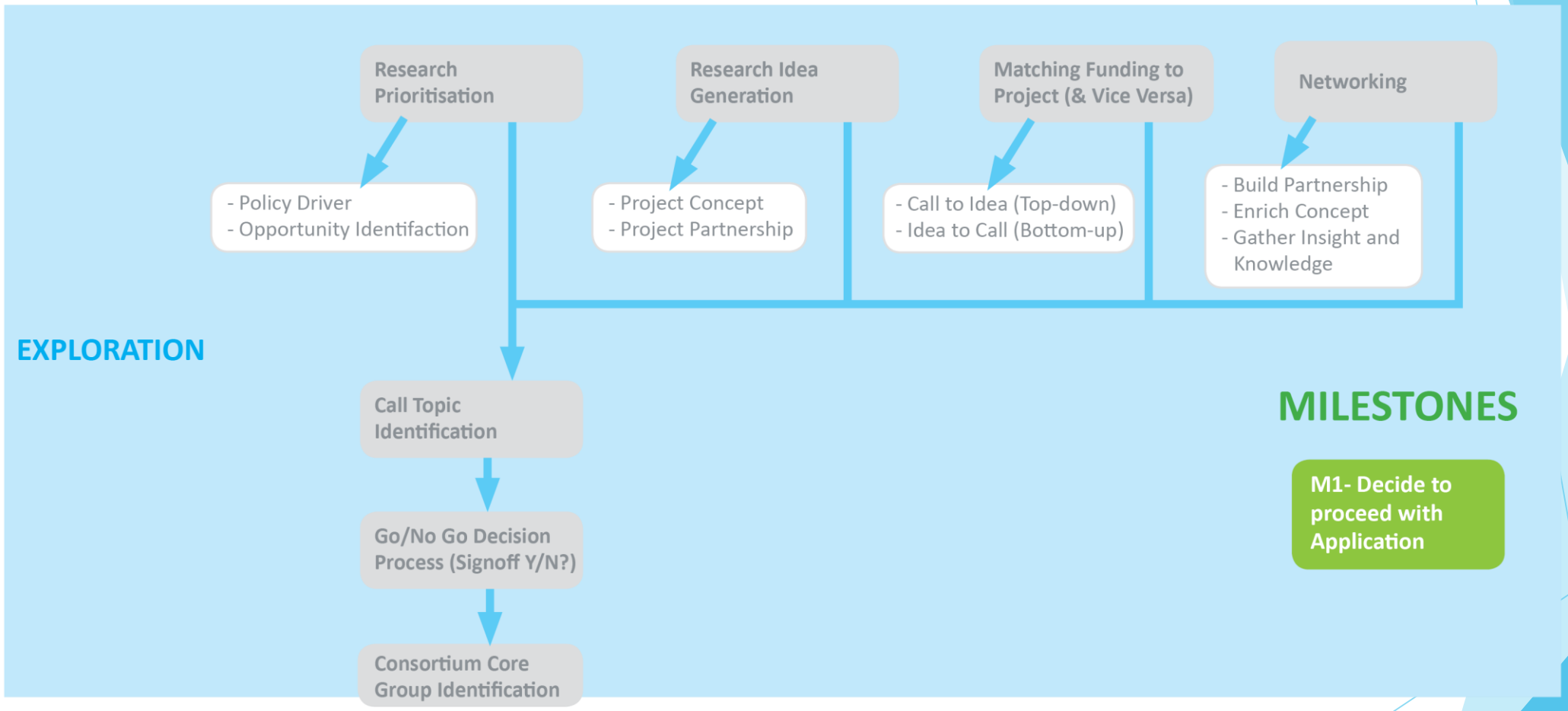
- Leading a bid/coordinating OR Pitching to become a partner in consortia

- Selecting best-fit financial instruments (H2020? Interreg? ERASMUS=? Life=? Others?) and a suitable call

- Policy Context, Networking with best-in-class peers, participating in Technology Platforms, sitting on expert panels, engaging with National Contact Points & EC counterparts, analysing call opportunities

Funding Procurement Lifecycle




Research Prioritisation
Research Idea Generation
Matching Funding to Project (& Vice Versa)
Networking
- Policy Driver
- Opportunity Identifaction
- Project Concept
- Project Partnership
- Call to Idea (Top-down)
- Idea to Call (Bottom-up)
- Build Partnership
- Enrich Concept
- Gather Insight and Knowledge
EXPLORATION
Call Topic Identification
Go/No Go Decision Process (Signoff Y/N?)
Consortium Core Group Identification
MILESTONES
M1- Decide to proceed with Application

1. EXPLORATION

Take Home Message

Research Prioritisation / Policy Context

- Know the overarching policy context
- Know the specific research policy context of the funding call
- Know the origin of the call topic

Know What Underpins H2020

- Overarching Policy
- Understanding Research Funding Drivers
- Policy Actors and Networks
- Origin of Work Programmes and Call Topics?

Tip: Although the policy landscape is dense and difficult to interact with, you will need to know the policy drivers relevant to your area of research - and you will need to reference these policy drivers in your application.

Understand Policy Context

- **Policy (examples):**
  - Europe 2020
  - Innovation Union
  - UN SDG's
- **EU Directives / Key Policies (examples):**
  - Common Agriculture Policy (CAP)
  - FOOD 2030
  - Marine Strategy Framework Directive (MSFD)
  - Habitats Directive
  - Water Framework Directive (WFD)
- **Network and Key Initiatives (examples):**
  - Joint Programming Initiatives (JPIs)
  - European Technology Platforms (ETPs)
  - Public Private Partnerships (PPPs)
  - European Innovation Partnerships
  - Specific Sectoral/Regional Strategies

1. EXPLORATION

Take Home Message

<u>Networking</u>

- Essential skill for funding procurement
- Gather intelligence everywhere and anywhere (opportunities, competition, policy context….)

Networking for Knowledge and Partnerships

1. Understand the **policy context** of call topics
2. Understand and Influence research priorities
3. Network with others **who are influencing** (likely to be connected to strong consortia)
4. Identify potential competition
5. Create a strong consortium
6. Advance notice of opportunities coming down the line

Tip: **The most under rated skill in funding procurement. The more networked you are, the more you are going to be able to a) gather intelligence and b) expose yourself to opportunities**

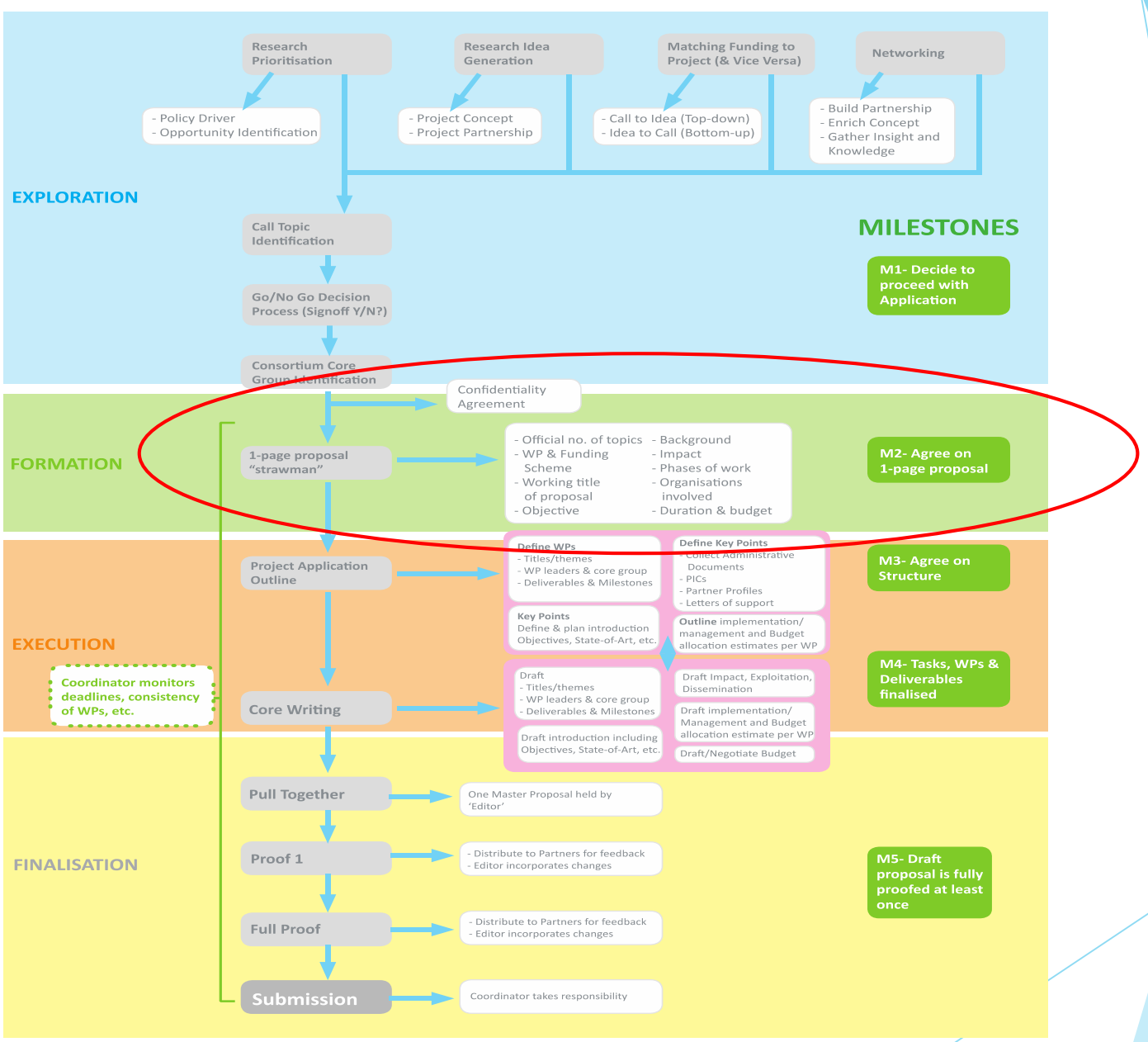
1. EXPLORATION

Take Home Message

Go / No-Go Decision

- Establish your own criteria for decision making
- Assess chance of success
- Ensure you have resources to be competitive
- Fully commit to your applications

Funding Procurement Lifecycle



2. FORMATION

Take Home Message

<u>Suitable Project Design</u>

- Design that explicitly responds to call
- Integrated project design
- Fit to win but also implement effectively

Strawman: Short Concept Note

Coordinator/core team to write ~2-3 pages on the initial project concept/design (Strawman) to include:

- Call topic (Official) and conditions (yellow marker exercise)
- Working title (explicit response to call topic)
- Objectives (explicit response to call topic)
- Background (set the policy context for bid)
- Impact (define an impact vision for the project)
- Phases of work (pert)
- Work Packages Outline (gant with WP titles and tasks)
- Budget (initial weighting of effort across WPs)
- Consortium (who is confirmed, who is needed)

Challenge yourself

Does your concept fit with the call topic?
Why is this research needed? What is the context for this call?
Do you know the history of why this call topic exists? Who may have lobbied for it?
Do you know the “state-of-the-art” in the field and how you will go beyond it? Do you know the existing effort in the area (e.g. current and recently past projects)?
Do you know who your competition could be?
Are you confident that you can achieve the “Expected impacts”? Can it be addressed with the budget provided?
Do you think you can build a top consortium that could compete internationally? Does it have to be multi-disciplinary, multi-actor…?
Does your project design 100% fit with the call topic?

2. FORMATION

Take Home Message

Consensus on project Vision, Approach, Design

- Common vision of project outcomes
- Project design that addresses call topic
- Agreement on weighting of effort/budget
- Sign off on strawman by full partnership

2. FORMATION

Take Home Message

Impact Focused Bid

- Strawman and Project design underpins all project writing
- Ensures a cohesive approach to writing bid
- Reduces risk of hard negotiations later
- Reduces risk of extensive time spent harmonising content

QUESTIONS SO FAR?

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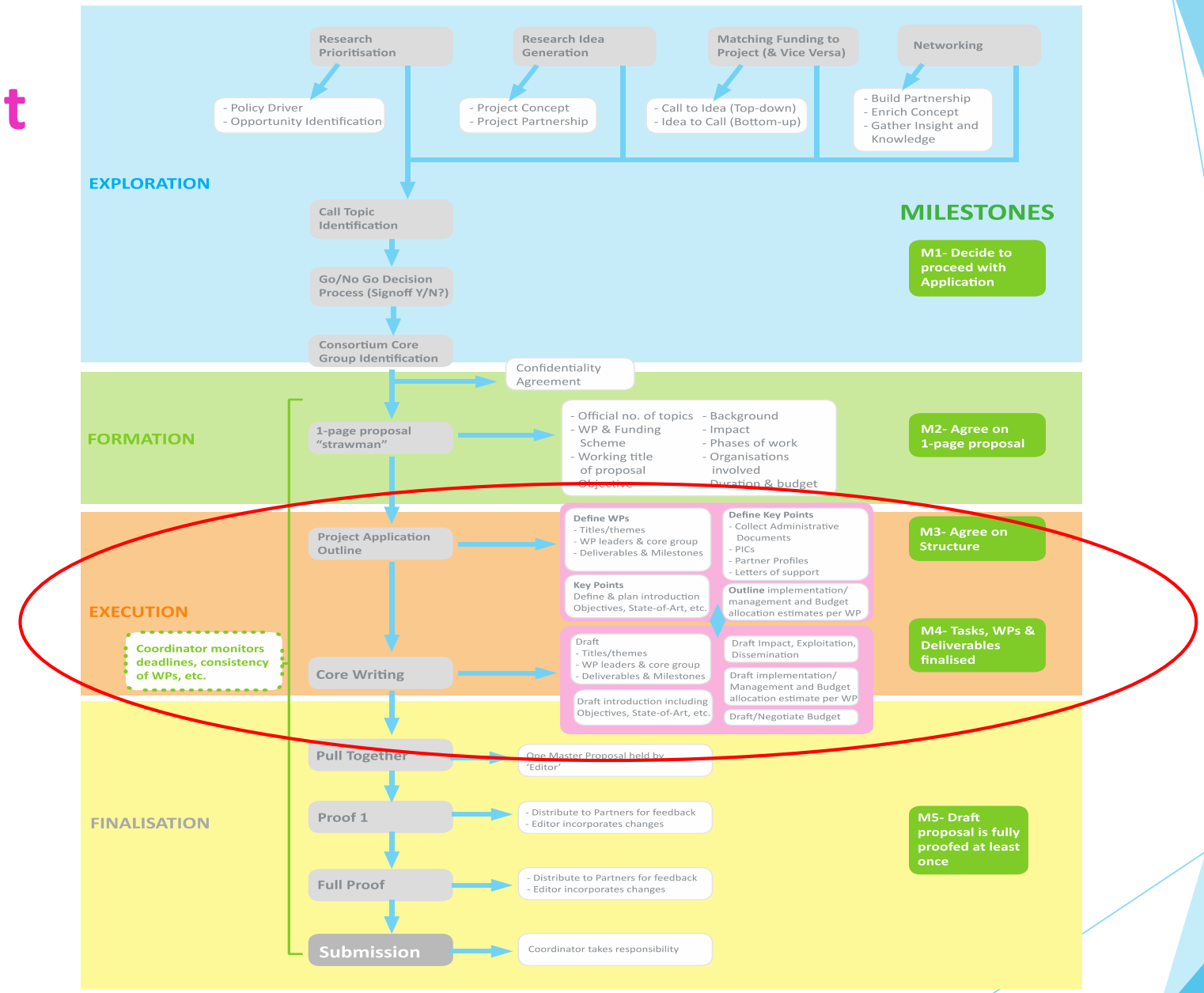
Funding Procurement Lifecycle



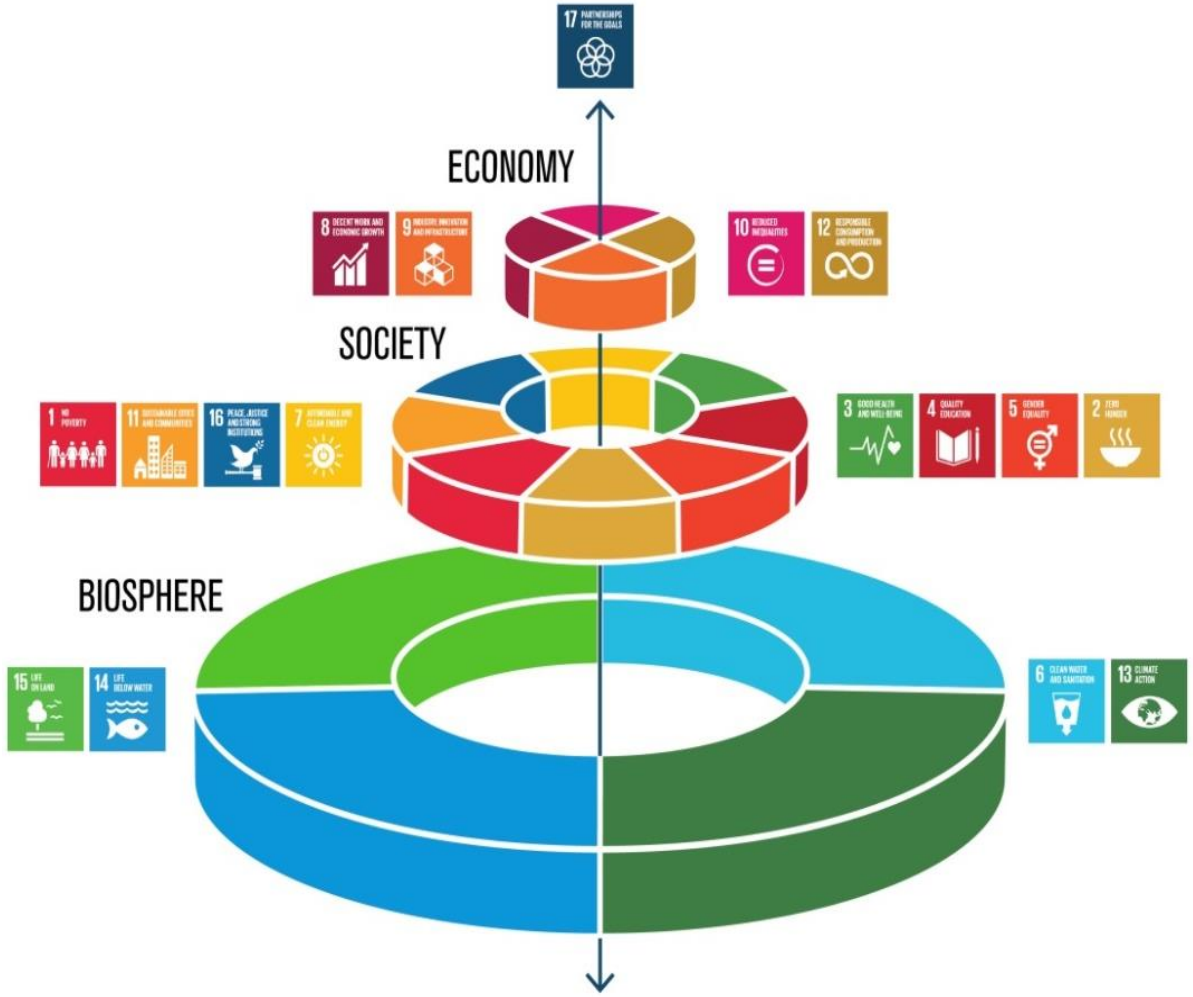
3. EXECUTION

Take Home Message

Build up your proposal

- Agree on structure
- Core Writing Team
- Explicit reference back to call topic & call Impacts
  - WP titles > WP objectives > Deliverables >Task Titles > Task Descriptions
- Delegate writing across partnership but provide templates, writing style, guidance

Part B / Section 2. IMPACT



credit: Azote Images for Stockholm Resilience Centre

Part B / Section 2. IMPACT / The Theory

2.1. Expected Impacts

RIA & IA

Describe how your project will contribute to:

- 2.1.1. Each of the **expected impacts** mentioned in the work programme, under the relevant topic
- 2.1.2. Any **substantial impacts not mentioned in the work programme**, that would enhance innovation capacity; create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society.

2.1.3. **Describe any barriers/obstacles, and any framework conditions** (such as regulation, standards, public acceptance, workforce considerations, financing of follow-up steps, cooperation of other links in the value chain), that may determine whether and to what extent the expected impacts will be achieved. (This should not include any risk factors concerning implementation, as covered in section 3.2.)

Section 2.1: IMPACT / The Practice

2.1 Expected Impacts

2.1.1 Describe **clearly** how your project will contribute to **each of the expected impacts** set out in the work programme, under the relevant topic

TIPS:

- ✓ **Number** sections to **correspond** to **application form** (in this case: 2.1.1);
- ✓ Be **specific** – add references back to WPs, Tasks, Deliverables
- ✓ Provide only information that **applies** to the proposal and the objectives – read topic text very carefully
- ✓ Use **indicators and targets** where possible, and quantify them in a credible and convincing way – ask WP leaders (on time) for stats on their parts
- ✓ **Break this section down** and address **each 'Expected Impact'** in a table (preferred) or narrative format

Section 2.1: IMPACT / An Example (1)

2.1 Expected Impacts

Table 2.1.1. Impacts expected in the call and how [PROJECT] will contribute to reach them.

EXPECTED IMPACT 1: "Contribute to EU food safety common standard seafood products and nutrients"
[PROJECT] will direct all its activities and outputs towards improving standards where available and giving baseline information on identifie safety issues that are not yet addressed by current common standard **T1.3** will improve the effectiveness of regulatory controls to better saf future legislation may incorporate our solutions after the validation of systems for shellfish production areas in places subjected to strong and will implement processing measures able to reduce or even remove validate new [illegible] **T3.4** will deal with optimizing industrial processes with innovative proc project outcomes that can also be integrated in seafood safety policies authenticity (**T5.1**), traceability and quality labelling (T5.2), and certific *[PROJECT]* will support Member States and EC in implementing and refo programmes and policies related to food risk management. Long-stand *[PROJECT]* partners with **organizations** like the European Food Safety A Aquaculture Society (EAS), European Aquaculture Technology and Inno European Fisheries Technology Platform (EFTP), European Technology (EPFL) and the involvement of stakeholder organizations (e.g. European Councils, NGOs) ensure clear links with the industry and an emphasis o
EXPECTED IMPACT 2: "Ensure that eco-innovative solutions for the se processing of marine and aquaculture-derived food products and nutr widely, as a result of greater user acceptance, higher visibility of inno creation of scalable markets"
[PROJECT] has a dedicated WP to develop eco-innovative solutions for (**WP1**) and a dedicated WP to develop eco-innovative solutions for the (**WP2**) of marine and aquaculture-derived products and nutrients. *[PRO* opportunities for commercial exploitation in terms of the valorisation o from fisheries (**T2.2**), diversification of seafood products (T1.1, T2.1, T (**T1.2**), reduction of energy and water costs in the processing industry (wastes (**T1.4, T2.3**), and better management practices in the product (**T1.3, T3.4, T5.1, T5.2, T5.3**). All *[PROJECT]* sustainable solutions will be environmental-friendly, market-driven and consumer-responsive to quality traceable products through activities in WPs 3, 4 and 5. Output level TRL5, so technologies have been validated in relevant laboratory through *[PROJECT]* be developed to TRL7, as the project will demonstr an operational environment. For example, the wide utilization of IMTA seafood species with nutrient recycling of fish feed wastes, increased

REDACTED for external use

1. Copy-paste 'Expected Impacts' into table

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3. Use specific references to tasks and stakeholders involved
4. Refer to e.g. Technology Readiness Level (TRL) increase (IA)

Section 2.1: IMPACT / An Example (2)

2.1 Expected Impacts

EXPECTED IMPACT #1 – Improved hazard and risk assessment of Eds f

The outcome of [PROJECT] is designed to increase human health by g
approach to testing and assessment (IATAs), which makes human haz
chemicals faster, cheaper and safer. The [PROJECT] IATA couples *in silic*
(D4.4)), a cross-vertebrate class AOP network (D3.3), and *in vitro* and *in v*
effects in humans, ensuring regulatory relevance (T2.3) of the outcomes.

REDACTED for external use

The [PROJECT] IATA will make human H
Faster a) by allowing results obtained in non-mammalian *in vivo* syste
predict adverse outcome in humans using a cross-class AOP network
screening of chemicals for prioritization for further testing for TD using *in*
cell based *in vitro* systems.

Cheaper a) by replacing a large part of the testing on mammals by non-ma
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as justified by the cross class AOP network.

Safer a) by including B/E for TD into existing *in vivo* TGs and by initiating
b) by identifying chemicals of specific concern for human TD (i.e. in the
Decision Support System (DSS) (D4.4) and c) by allowing for examination
links between exposure and TD-related health disorders in huma
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5. No table format, but designed

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6. Use specific references to Deliverables

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links between exposure and TD-related health disorders in hum
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5. No table format, but designed
6. Use specific references to Deliverables
7. Explain how the project will improve xxx by delivering results that are **faster**, **cheaper** and **safer**…

Section 2.1: IMPACT

2.1 Expected Impacts (continued)

Considerations (1)

- ✓ Be **realistic on impacts**. You are operating with limited time and resources. Any talk of “saving Europe” or similar through just your one project is not realistic and will be treated as such.
- ✓ Impact should be **thought about from the beginning and throughout the project**: how will your expected outputs reach your end users and benefit them so it adds real value.
- ✓ Remember that your project must contribute towards and enhance the competitiveness of the EU, so your results should (**better, faster, cheaper, safer, cleaner, healthier**) solve current challenges.
- ✓ Your project must have a **market or strategic impact** in Europe.

Section 2.1: IMPACT / The Practice

2.1 Expected Impacts

2.1.2 Describe **clearly** how your project will contribute to any **substantial impacts** not mentioned in the work programme, that would **enhance innovation capacity** (*only for RIA and IA, not CSA*)

TIPS:

- Examples are mentioned in the guidance template, **address each relevant one**: new market opportunities, strengthen competitiveness and growth of companies, address climate change, etc.
- Again, add a (titled) heading for each substantial impact, and address by trying to make use of **tables and graphs** as much as possible
- Keep referring back to WPs / Tasks to keep it concrete

Section 2.1: IMPACT / An Example (1)

2.1.3. Market potential of the solutions provided

At the end of the project, all optimized solutions will be validated and entered or will be ready to enter in the market. Some validated solu application by SMEs and investors (e.g. T1.1, T1.2, T2.1, T2.2, T2.4). solutions might not face instantaneous market acceptance, being expected market take up to 5 years after the end of the project. Nonetheless, a high nu expected to be integrated in the first 3 years. Therefore, the expected mark to industrial partners was assessed in a 5-years' time-frame (Table 2.1.2). seafood production and processing: (a) turnover; (b) number of potential clie number of days of closure in SPA; (c) consumers health-related cost diseases; and (d) energy and water costs in seafood processing.

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Table 2.1.2. Market expectations of eco-innovative solutions optimized in [

Product Technology Strategy	Estimated partners market expectations [...]
Tailor-made seafood (T1.1, T2.1, T2.2)	**Partner 12, partner 8, partner 21:** increased [...] reduction (5%), potential new clients (20 clients) (0.1€/kg fish) **Partner 3, partner 9, partner 18:** new clients (2 turnover (1.5 M€), maintaining jobs and investm
Sustainable feeds (T1.1)	**Partner 4, partner 11, partner 23:** increased [...] fish mortality (5%), potential new clients (20 clien (0.1€/kg fish) **Partner 15:** increased turnover (1.58 M€, i.e. bet M€ for carp, seabream and salmon; values calcul inclusion level of the specific feed, a target price o the last 30 days of production, and a market pene sales of an aquafeed specially designed for biofort and seabream fillets with health-promoting nutrien be sold to aquafeed companies as a complex mat reverse engineering; potential new clients (10 clie
IMTA (T1.2)	**Partner 11, partner 4:** increased turnover (300 t seaweed for fish feed-2€/kg, for human consump energy use (recirculation of limited resources lik seaweed as source of bioenergy)

1. Add **dedicated heading** to every other substantial expected impact: Market Potential

Section 2.1: IMPACT / An Example (1)

2.1.3. Market potential of the solutions provided

At the end of the project, all optimized solutions will be validated and entered or will be ready to enter in the market. Some validated solu application by SMEs and investors (e.g. T1.1, T1.2, T2.1, T2.2, T2.4). solutions might not face instantaneous market acceptance, being expected market take up to 5 years after the end of the project. Nonetheless, a high nu expected to be integrated in the first 3 years. Therefore, the expected mark to industrial partners was assessed in a 5-years' time-frame (Table 2.1.2). seafood production and processing: (a) turnover; (b) number of potential cli number of days of closure in SPAs; (e) consumers health-related cost diseases; and (f) energy and water costs in seafood processing.

REDACTED for external use

Table 2.1.2. Market expectations of eco-innovative solutions optimized in [

Product Technology Strategy	Estimated partners market expectations [...]
Tailor-made seafood (T1.1, T2.1, T2.2)	**Partner 12, partner 8, partner 21:** increased [...] reduction (5%), potential new clients (20 clients) (0.1€/kg fish) **Partner 3, partner 9, partner 18:** new clients (2 turnover (1.5 M€), maintaining jobs and investm
Sustainable feeds (T1.1)	**Partner 4, partner 11, partner 23:** increased [...] fish mortality (5%), potential new clients (20 clien (0.1€/kg fish) **Partner 15:** increased turnover (1.58 M€, i.e. bet M€ for carp, seabream and salmon; values calcul inclusion level of the specific feed, a target price the last 30 days of production, and a market pene sales of an aquafeed specially designed for biofort and seabream fillets with health-promoting nutrien be sold to aquafeed companies as a complex mixt reverse engineering; potential new clients (10 clie
IMTA (T1.2)	**Partner 11, partner 4:** increased turnover (300 t seaweed for fish feed-2€/kg, for human consump energy use (recirculation of limited resources lik seaweed as source of bioenergy)

1. Add **dedicated heading** to every other substantial expected impact: Market Potential
2. Again, refer to relevant Tasks

Section 2.1: IMPACT / An Example (1)

2.1.3. Market potential of the solutions provided

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Table 2.1.2. Market expectations of eco-innovative solutions optimized by T

Product Technology Strategy	Estimated partners market expectations 5 y
Tailor-made seafood (T1.1, T2.1, T2.2)	**Partner 12, partner 8, partner 21:** increased ne reduction (5%), potential new clients (20 client (0.1€/kg fish) **Partner 3, partner 9, partner 18:** new clients (turnover (1.5 M€), maintaining jobs and investm
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IMTA (T1.2)	**Partner 11, partner 4:** increased turnover (300 t seaweed for fish feed-2€/kg, for human consump energy use (recirculation of limited resources lik seaweed as source of bioenergy)

1. Add **dedicated heading** to every other substantial expected impact: Market Potential
2. Again, refer to relevant Tasks
3. List main justifications in a Table, per main output / solution

Section 2.1: IMPACT / An Example (1)

2.1.3. Market potential of the solutions provided

At the end of the project, all optimized solutions will be validated and entered or will be ready to enter in the market. Some validated solutions application by SMEs and investors (e.g. T1.1, T1.2, T2.1, T2.2, T2.4) solutions might not face instantaneous market acceptance, being expected market take up to 5 years after the end of the project. Nonetheless, a high number expected to be integrated in the first 3 years. Therefore, the expected market to industrial partners was assessed in a 5-years' time-frame (Table 2.1.2). seafood production and processing: (a) turnover; (b) number of potential clients number of days of closure in SPAs; (e) consumers health-related costs diseases; and (f) energy and water costs in seafood processing.

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1. Add **dedicated heading** to every other substantial expected impact: Market Potential
2. Again, refer to relevant Tasks
3. List main justifications in a Table, per main output / solution
4. Quantify rather detailed **market expectations** per expected output (increased turnover, cost reduction, etc.)

Section 2.1: IMPACT / An Example (2)

Table 5. Expected impacts of ATLAS in relation to sectors with Blue Growth potential

BG Potential	ATLAS Impact
Fisheries and aquaculture	ATLAS will use and further develop molecular methods to assess connectivity [illegible] importance. In addition to adding essential data for management, the project will [illegible] that will lead to cheaper and faster molecular approaches to be implemented [illegible] managed deep-sea ecosystems can provide economically valuable fisheries resources [illegible] important fisheries species will have a direct impact on how these species are [illegible] and local managers and how the resource is used by fishing industries. Sustainable [illegible] resource will ensure that the economic benefits provided by fisheries will be [illegible]
Oil and gas	Offshore production of oil and gas contributes very substantially to the [illegible] domestic EU production is largely offshore with a strong value chain that [illegible] land-based industries. More than 5% of the world's liquid hydrocarbon [illegible] deep-water reservoirs. However, developing them sustainably poses [illegible] environmental challenges[101]. ATLAS will contribute towards a data-driven [illegible] inventory of environmental databases for baselines to plan future extraction [illegible] protection of [illegible] future operating frontier.
Marine mineral mining	Improved understanding of [illegible] such as rare-earth elements (95% produced in China) essential in manufacturing [illegible] in transport, healthcare, aerospace and ICT. ATLAS MSP methodology for [illegible] planning and risk-reduction for sustainable extraction to see whether [illegible] sustainable mineral resources. Relative to the majority of the deep sea, the [illegible] vents are biologically more productive, often hosting complex communities [illegible] understanding the complexity of their ecosystems highly relevant in terms [illegible] opportunities. ATLAS will also build on existing synergistic collaborations with [illegible] partner SC co-ordinates MIDAS. For example, MIDAS research to understand [illegible] particle-laden plumes will be given broader reach and context through [illegible] scale hydrodynamic modelling. ATLAS's work on mechanisms and [illegible] colonisation of seamount biota and taxonomy and genetic connectivity of [illegible] identified as requirements for exploitation in this sector. This is particularly [illegible] resources associated with the mid-Atlantic Ridge[102] (see Figure 2).
Marine Biotechnology	Validated eDNA technology to census rich deep-sea biodiversity and Marine [illegible] Growth. ATLAS will work closely with Industry Associate Partner [illegible] complimentary aspects. Firstly, PharmaMar will collaborate with taxonomic [illegible] species (e.g. sponges) and secondly, ATLAS will provide access to novel [illegible] for PharmaMar's anti-cancer screening programme. These opportunities will [illegible] 2017 Blue Biotechnology Conference arranged by Associate Partner [illegible] biotechnology specialists offer an unparalleled opportunity to heighten [illegible] sector and provide unique access to ATLAS's network of deep-sea research [illegible]
Marine Tourism	Although less popular in the EU, marine recreational fishing tourism is [illegible] significant economic impacts both locally nationally. Spending was US$ [illegible] expenses and fishing-related durable goods in 2012[103]. This contribution [illegible] dependent on natural resources including deep-sea fisheries and is already [illegible] operation and scale by measures to protect fish stocks[104]. The impact of [illegible] MSP will be directly impact sustainability and future development of [illegible] Case Studies (e.g. Mingulay Reef Complex and LoVe Observatory) [illegible] recreational sea angling interests and a sound understanding of deep-[illegible] dependencies on deep-water habitats is needed for this sector to develop [illegible] be grounded in ATLAS's novel socio-economic analysis of the goods, services [illegible] ecosystems (WP5), including those provided to tourism now and as options [illegible]

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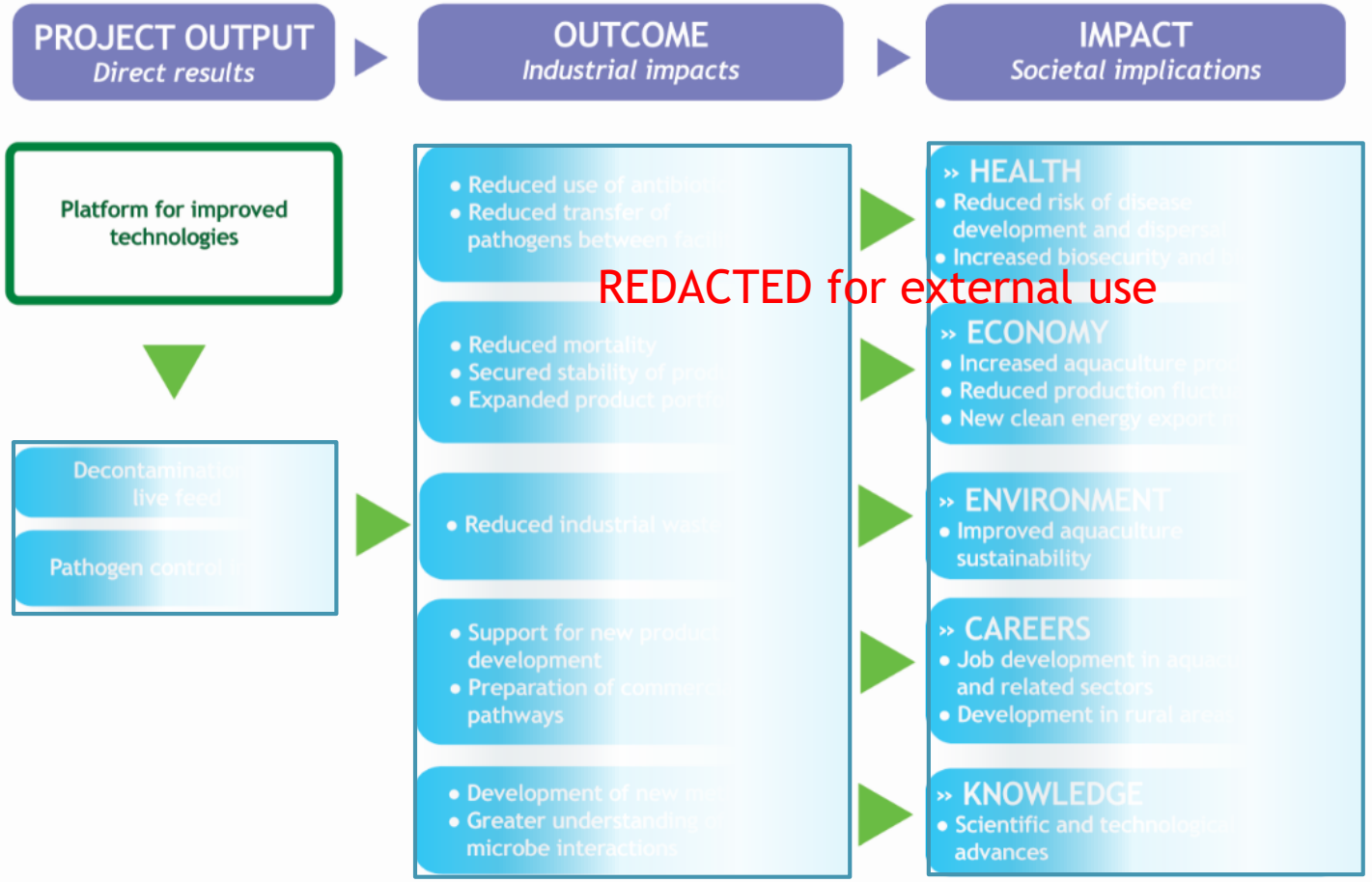
1. Example RIA project, lower TRL level
2. Expected Impacts are not as much in terms of market opportunities, but other Impact, e.g:
   - More sustainable fisheries management
   - Better informed future policymaking etc.

Section 2.1: IMPACT / An Example (3)



Overview table on **Project Impact Pathways** illustrating the links between outputs, associated expected outcomes and expected larger scale societal impacts

Section 2.1.3: IMPACT / The Theory

2.1 Expected Impacts

2.1.3 Describe any **barriers/obstacles**, and any framework conditions that may determine whether and to what extent the expected Impacts will be achieved.

TIPS:

- ✓ This is your analysis of what can ruin **potential societal impact** of your project (not to be confused with scientific risks within the project).
- ✓ What and who might influence the implementation of solutions provided by the project? (e.g. regulations, public acceptance, etc)
- ✓ This analysis (or lack of) will show the evaluators if your claims under expected impact are realistic and feasible.
- ✓ Here you are dealing with **conditions outside the project** that could hinder impact. It is not the risks inherited in all research projects.

Section 2.1.3: IMPACT / Example

2.1.3 Expected Impacts - barriers & obstacles

2.1.9 Barriers/obstacles, and framework conditions hindering achieving the expected impact

We have identified the most important barriers in order to reach ERGOs ultimate goal.

Barrier or obstacle	ERGO assessment and strategy for resolution or mitig
Read-across of adverse effects from mammals to non-mammalian vertebrates not accepted	*Possible*. By tradition, adverse effects in relation t individual whereas adverse effects in relation to enviro population level. This can create some barriers in t systems in accepting non-mammalian individual level environmental regulation. The project document on extrapolation of TD effects across verte (D7.6) to educate and inform TG end users. Besides, th OECD Task Force will be consulted throughout the pro
Failure in OECD approval of optimized *in vivo* and new *in vitro* TGs	*Unlikely*. The ERGO IATA strategy with focus on thyroid and cross-vertebrate class extrapolation is warranted 2018 update ref). The acceptance and implementation existing TGs can though be delayed or rejected by dec TGP work flow. Therefore, OECD Engagement is high ERGO OECD Task Force will be established to align TG knowledge on guideline development and validation
Failure of regulatory approval of TGs optimized to detect TD.	*Possible*. It is unlikely that ERGO will fail to deliver t vertebrate *in vivo* TGs to OECD, regulators and industr in such deliverables, but regulators might be hesitant to inclusion of the ERGO cross-vertebrate class testing an legislations. Especially, optimization for detection of extensively used in current regulations i.e. OECD TG obstacles. TG 210 is used for fish standard eco-toxicity include B/E for ED. An inclusion of B/E for TD wou potentially identify chemicals as interfering with the prompt regulatory action. Therefore, Stakeholder f national EPAs), and the strong links with the industry a

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1. Identify project-specific barriers

Section 2.1.3: IMPACT / Example

2.1.3 Expected Impacts - barriers & obstacles

2.1.9 Barriers/obstacles, and framework conditions hindering achieving the expected impact

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1. Identify project-specific barriers
2. Assess possibility of occurrence

Section 2.1.3: IMPACT / Example

2.1.3 Expected Impacts - barriers & obstacles

2.1.9 Barriers/obstacles, and framework conditions hindering achieving the expected impact

We have identified the most important barriers in order to reach ERGOs ultimate goal.

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REDACTED for external use

1. Identify project-specific barriers
2. Assess possibility of occurrence
3. Develop strategy for resolution or mitigation

Section 2.1 IMPACT / Common Pitfalls

Outcomes NCP survey: "What do you find are the common pitfalls & weakness of section 2.1?"

(Source: NCP Academy Training Day, Dublin, December 2017)

1. 'Impact section **not relating project activities** to call expected impacts' (12 responses)
2. 'Text being **too generic**, unclear, overlong, repetitive and/or vague' (12 responses)
3. 'Lacking detail on **impact achievement including measurement'** (8 responses)
4. 'Lack of **understanding of market'** (8 responses)
5. 'Focusing only/mostly on **academic impact'** (7 responses)
6. **'Post project activities** not declared sufficiently' (1 response)
7. **'Confusing** impact with dissemination' (1 response)

Section 2.1: IMPACT / QUESTIONS?

Section 2.2: IMPACT / The Theory

2.2. Measures to Maximise Impact

CSA, RIA, IA

a) Dissemination & Exploitation of Results

- Draft '**Plan for the Dissemination and Exploitation of the Project's Results**'
- Include a **Business Plan** where relevant
- Research **Data Management**
- Strategy for **Knowledge Management and Protection**

b) Communication activities

Describe the proposed communication measures for promoting the project and its findings during the period of the grant. Measures should be proportionate to the scale of the project, with clear objectives. They should be tailored to the needs of different target audiences, including groups beyond the project's own community.

Note: Section 2: Headings are the same, guidance is very slightly different.

Section 2.2: IMPACT / The Practice

2.2. Measures to Maximise Impacts

a: Dissemination & Exploitation of Results

- ✓ Draft **Plan for the Dissemination and Exploitation of the Project Results** (admissibility condition => not included = ineligible)
- ✓ Include: Business Plan (where relevant: IA), Knowledge Management and Protection Strategy, Open Research Data

TIPS (1):

- Get familiar with **terminology** (Communication, Dissemination, Exploitation)
- Make sure you create at least 1 **dedicated Work Package on Communication, Dissemination and Exploitation** (Implementation Section) and align with section 2.2
- Consider including 2 dedicated WPs, particularly for Innovation Actions; one dedicated to **Knowledge Management & Transfer = Exploitation**

Section 2.2.a: IMPACT / The Practice

2.2. Measures to Maximise Impacts
a: Dissemination & Exploitation of Results

TIPS (2):

- Your DEP must convince the evaluators that your claim in section 2.1 are plausible.
- Strongly advise to start with a comprehensive **analysis of potential stakeholders / end users** to inform your **Stakeholder Engagement Strategy** →
  - Insert a Table listing each stakeholder group, how you engage with them and what the expected impact will be

Section 2.2.a: IMPACT / An Example (1)

2.2.1.1 Stakeholder Engagement Strategy

The Stakeholder Engagement Strategy, which will be included in the [PROJECT] Plan, will identify the different stakeholders, in particular potential users of [PROJECT]'s [redacted] European and [redacted] EPAs, ECHA and EFSA, and will be tailored to best fit specific and relevant stakeholder groups, and general channels for broader uptake. Table 2.2 summarizes this strategy and identifies the main tools of engagement and the key expected impact of this interaction. A robust communication with each stakeholder group throughout the full project duration. The consortium has extensive experience in multinational, multi-lingual, multi-partner collaborative innovation activities within the field of ED research. [redacted] expertise in the effective communication of progress and results. [redacted] communication and knowledge management partner (AquaTT), who is responsible for the DEP in collaboration with all partners. The Stakeholder Engagement Strategy will leverage the expertise of the whole partnership, particularly [PROJECT]'s industrial partners, who have experience with regulatory bodies, to provide valuable insights into the perception and requirements of key target users.

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Table 2.2 – [PROJECT] Stakeholder Engagement Strategy

Stakeholders	Tools of Engagement	Impact of Engagement
Regulators OECD, JRC, EU EPAs, ECHA, EFSA, US EPA, Japan, BIAC	• Participation in [PROJECT] Steering Group, User reference Group (URG), Advisory Board, OECD Task Force (OTF). • Workshops/Brokerage events to foster coordination among Regulators, [PROJECT], concurrent projects and other stakeholders. • Regular direct interaction with partner contacts within key regulatory bodies	[redacted] regulatory [redacted] Increase [redacted] regulatory [redacted] resource [redacted] Increase [redacted]
Private Sector	• Outreach and interaction with industry and other private sector stakeholders through hosted or attended events. • Targeted knowledge transfer activities, based on outcomes of the Knowledge Management process, e.g. workshops, individual meetings and final event.	Make [redacted] project [redacted] Inform [redacted] the project [redacted] reaction [redacted] business [redacted] material [redacted]
Scientific Community	• Interactive presentations at scientific conferences, particularly those attended by concurrent projects. • Peer reviews by appropriate scientific communities will ensure quality standards.	Build [redacted] Knowledge [redacted] Improve [redacted] Access [redacted] other [redacted] Scientific [redacted] adoption [redacted] framework [redacted] stream [redacted]
Policy Makers e.g. DG Env.	• Participation in [PROJECT] Advisory Board and URG. • Regular direct interaction with key policy makers at the national, supra-national, and international levels.	

1. Add **dedicated heading**

Section 2.2.a: IMPACT / An Example (1)

2.2.1.1 Stakeholder Engagement Strategy

The Stakeholder Engagement Strategy, which will be included in the D
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European and international EPAs, SMC and
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of key target users.

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Stakeholders	Tools of Engagement	Impact of Engagement
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Private Sector	• Outreach and interaction with industry and other private sector stakeholders through hosted or attended events. • Targeted knowledge transfer activities, based on outcomes of the Knowledge Management process, e.g. workshops, individual meetings and final event.	
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1. Add **dedicated heading**
2. Add **Table**: Stakeholder Engagement Strategy

Section 2.2.a: IMPACT / An Example (1)

2.2.1.1 Stakeholder Engagement Strategy

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Table 2.2 – [PROJECT] Stakeholder Engagement Strategy

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Private Sector	• Outreach and interaction with industry and other private sector stakeholders through hosted or attended events. • Targeted knowledge transfer activities, based on outcomes of the Knowledge Management process, e.g. workshops, individual meetings and final event.	[redacted]
Scientific Community	• Interactive presentations at scientific conferences, particularly those attended by concurrent projects. • Peer reviews by appropriate scientific communities will ensure quality standards.	[redacted]
Policy Makers e.g. DG Env.	• Participation in [PROJECT] Advisory Board and URG. • Regular direct interaction with key policy makers at the national, supra-national, and international levels.	[redacted]

1. Add **dedicated heading**
2. Add **Table**: Stakeholder Engagement Strategy
3. **Group** your stakeholders in main types

Section 2.2.a: IMPACT / An Example (1)

2.2.1.1 Stakeholder Engagement Strategy

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The Stakeholder Engagement Strategy, which will be included in the [illegible] different stakeholders, in particular potential users of [PROJECT]'s [illegible] European and international EPAs, SMEs and [illegible] tailored to best fit specific and relevant stakeholder groups, and [illegible] channels for broader uptake. Table 2.2 summarizes this strategy and [illegible] the main tools of engagement and the key expected impact of this [illegible] robust communication with each stakeholder group throughout the [illegible] The consortium has extensive experience in multinational, multi-lingual [illegible] partner collaborative innovation activities within the field of ED [illegible] expertise in the effective communication of progress and [illegible] communication and knowledge management partner (AquaTT), who [illegible] the DEP in collaboration with all partners. The Stakeholder Engagement [illegible] expertise of the whole partnership, particularly [PROJECT]'s industrial [illegible] with regulatory bodies, to provide valuable insights into the perception [illegible] of key target users.

Table 2.2 – [PROJECT] Stakeholder Engagement Strategy

Stakeholders	Tools of Engagement	Impact of Engagement
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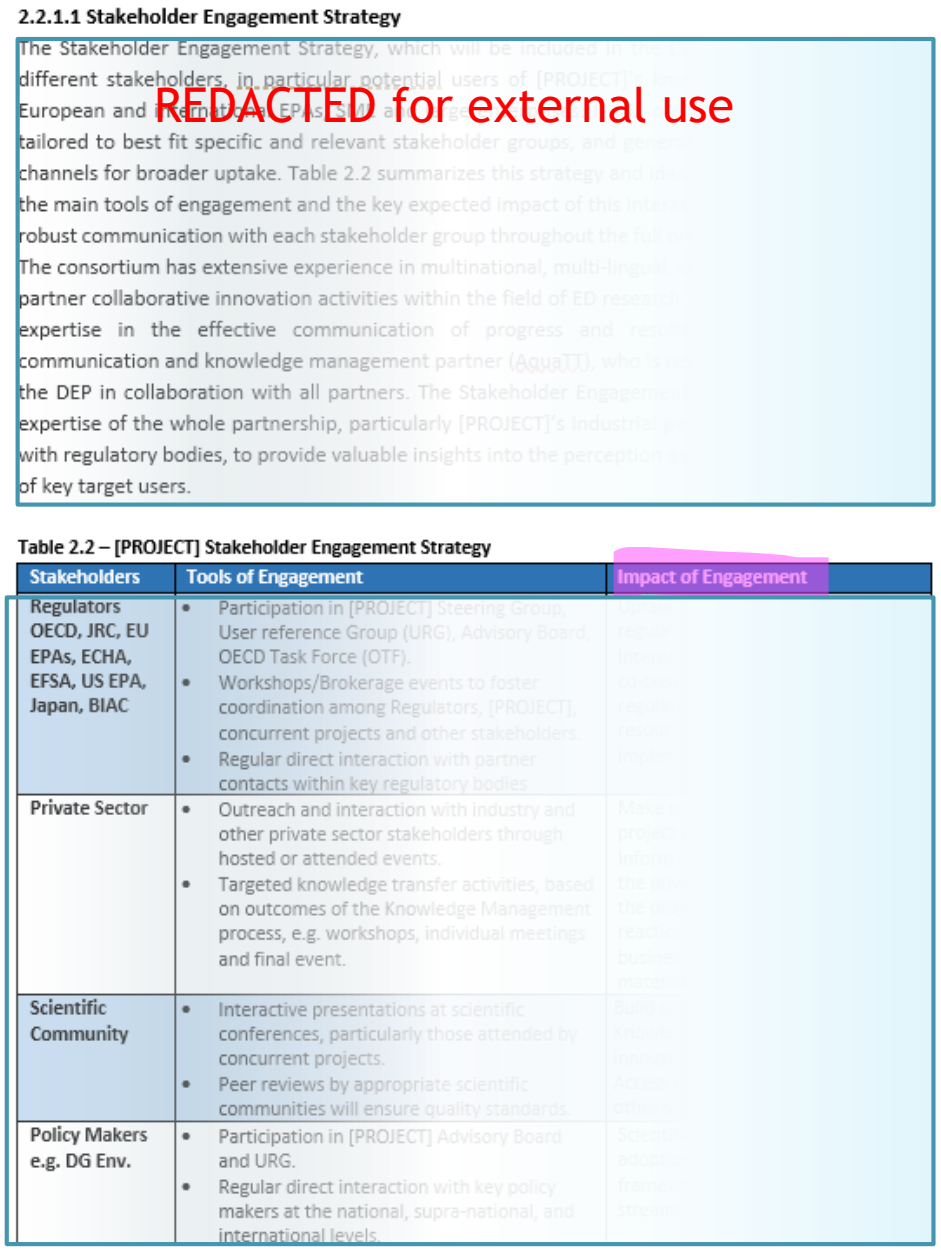
Private Sector	• Outreach and interaction with industry and other private sector stakeholders through hosted or attended events. • Targeted knowledge transfer activities, based on outcomes of the Knowledge Management process, e.g. workshops, individual meetings and final event.	[illegible]
Scientific Community	• Interactive presentations at scientific conferences, particularly those attended by concurrent projects. • Peer reviews by appropriate scientific communities will ensure quality standards.	[illegible]
Policy Makers e.g. DG Env.	• Participation in [PROJECT] Advisory Board and URG. • Regular direct interaction with key policy makers at the national, supra-national, and international levels.	[illegible]

1. Add **dedicated heading**
2. Add **Table**: Stakeholder Engagement Strategy
3. **Group** your stakeholders in main types
4. Show **how you engage** each of the main groups; what are your tools?

Section 2.2.a: IMPACT / An Example (1)



2.2.1.1 Stakeholder Engagement Strategy

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Stakeholders	Tools of Engagement	Impact of Engagement
Regulators OECD, JRC, EU EPAs, ECHA, EFSA, US EPA, Japan, BIAC	• Participation in [PROJECT] Steering Group, User reference Group (URG), Advisory Board, OECD Task Force (OTF). • Workshops/Brokerage events to foster coordination among Regulators, [PROJECT], concurrent projects and other stakeholders. • Regular direct interaction with partner contacts within key regulatory bodies	[illegible]
Private Sector	• Outreach and interaction with industry and other private sector stakeholders through hosted or attended events. • Targeted knowledge transfer activities, based on outcomes of the Knowledge Management process, e.g. workshops, individual meetings and final event.	[illegible]
Scientific Community	• Interactive presentations at scientific conferences, particularly those attended by concurrent projects. • Peer reviews by appropriate scientific communities will ensure quality standards.	[illegible]
Policy Makers e.g. DG Env.	• Participation in [PROJECT] Advisory Board and URG. • Regular direct interaction with key policy makers at the national, supra-national, and international levels.	[illegible]

1. Add **dedicated heading**
2. Add **Table**: Stakeholder Engagement Strategy
3. **Group** your stakeholders in main types
4. Show **how you engage** each of the main groups; what are your tools?
5. Explain what the **expected impact** of engagement is

Section 2.2.a: IMPACT / An Example (2)

Table 2.2.a SIMBA Stakeholder Engagement Strategy.

Target and end users	Objective of engagement	Communication materials	Dissemination and Exploitation activities
All stakeholders, including beyond the project's own community	Share/showcase SIMBA general information (aims, progress, results) with all stakeholders. Demonstrate chances for early adaptation and sustainable use of microbiome applications	• Project website (O) • Project factsheet (O) • Press releases (R) • Newsletters (R) • Social media (e.g. Twitter)(O)	
Industry	Contributing to the value chain progress so that the new and cost-effective commercial applications developed through SIMBA will eventually be brought to market by 2025	• Knowledge Management and Transfer Report (C) • SIMBA key achievements publication (C) • Project website (O) • Articles in industry magazines and e-newsletters (R)	
Scientific Community	Improve scientific knowledge of microbiomes from land and seas	• Peer reviewed journals (R) • PowerPoint presentations (R) • Deliverables (R) • Publications/reports (O)	
Consumers, public audiences	Raise awareness of the importance of microbiome applications in our food system and how it can impact our lives. Strengthen confidence in the EU food system and related industry, by explaining how we implement solutions to ensure sustainability	• Website and social media (including pictures, video) (O) • Newsletters (R) • Press releases (R) • Factsheet and key achievements booklet (C)	

Legend: O = ongoing/available throughout the project/updated regularly as appropriate; R = Regular regular outputs/dialogue to keep a steady flow of information through this channel; C = Compilation findings to be created to incorporate all project's outcomes

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1. Stakeholders (called target & end users here) are **grouped**
2. Per group, what is the **objective** of engaging
3. How are you going to reach them, in terms of materials and activities

Section 2.2.a: IMPACT / The Practice

2.2. Measures to Maximise Impacts

a: Dissemination & Exploitation of Results

Considerations (1):

- Should contain **measures to be implemented** during AND after end of project
- **Business Plan (IA)**: describe a credible path to deliver innovations to market and include concrete partner responsibilities
  - Clarify approach in DEP
  - Add Task / Deliverable to implement during project
- Include **TRL level indications**; starting point and end point, and explain how you'll reach the higher TRL

Figure 13. From BIOCON-CO2 project to industrial exploitation

Section 2.2.a: IMPACT / The Practice

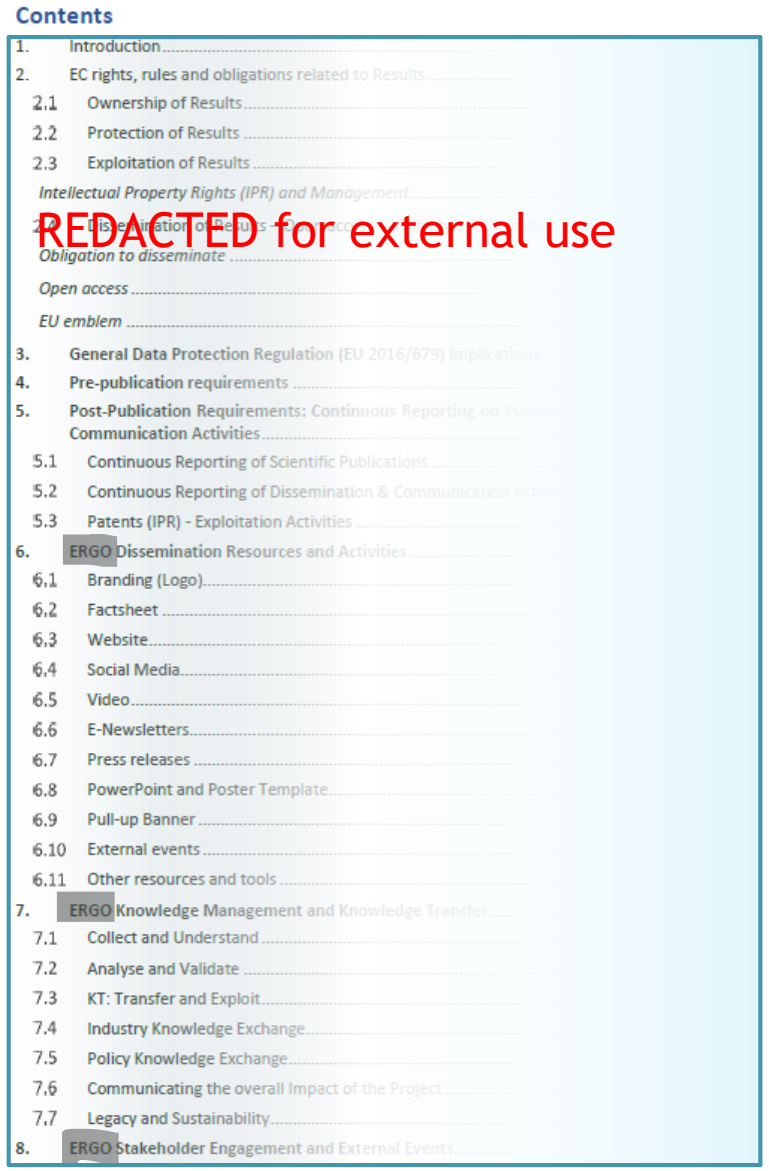
2.2. Measures to Maximise Impacts

a: Dissemination & Exploitation of Results

Considerations (2):

- Describe **Research Data Management** → include DMP as deliverable
- Include **IPR Strategy** → set up an appropriate CA, clearly and appropriately outlining issues per partner (involve your legal department)
- Include **Knowledge Management methodology / approach** and in particular how you plan to transfer results to each relevant end user group
  - Include this in your WP on Comm, Diss, Exploitation to make sure it's integrated in the project design
  - Open Access → ensure budget!
- Don't forget **GDPR**!

Section 2.2.a: IMPACT / An Example (1)



Contents

1. Introduction
2. EC rights, rules and obligations related to Results
2.1 Ownership of Results
2.2 Protection of Results
2.3 Exploitation of Results
Intellectual Property Rights (IPR) and Management
Dissemination of Results
Obligation to disseminate
Open access
EU emblem
3. General Data Protection Regulation (EU 2016/679) Implications
4. Pre-publication requirements
5. Post-Publication Requirements: Continuous Reporting on Public Communication Activities
5.1 Continuous Reporting of Scientific Publications
5.2 Continuous Reporting of Dissemination & Communication Activities
5.3 Patents (IPR) - Exploitation Activities
6. ERGO Dissemination Resources and Activities
6.1 Branding (Logo)
6.2 Factsheet
6.3 Website
6.4 Social Media
6.5 Video
6.6 E-Newsletters
6.7 Press releases
6.8 PowerPoint and Poster Template
6.9 Pull-up Banner
6.10 External events
6.11 Other resources and tools
7. ERGO Knowledge Management and Knowledge Transfer
7.1 Collect and Understand
7.2 Analyse and Validate
7.3 KT: Transfer and Exploit
7.4 Industry Knowledge Exchange
7.5 Policy Knowledge Exchange
7.6 Communicating the overall Impact of the Project
7.7 Legacy and Sustainability
8. ERGO Stakeholder Engagement and External Events

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- ✓ All H2020 project DEPs are **Publicly available** → check out good ones
- ✓ Include **shortened version** in section 2.2 and as **task** (implementation) in your WP on diss/comm/expl
- ✓ Considered by partners as yet another report, while they should all be aware and involved → we make **as practical as possible**
  - ✓ Protocols
  - ✓ Obligations & Roles

Section 2.2b: IMPACT / The Theory

2.2. Measures to Maximise Impacts

b: Communication Activities

- *Describe the proposed communication measures for promoting the project and its findings during the period of the grant.*
- *Measures should be proportionate to the scale of the project, with clear objectives.*
- *They should be tailored to the needs of different target audiences, including groups beyond the project's own community*

Section 2.2b: IMPACT / The Practice

2.2. Measures to Maximise Impacts

b: Communication Activities

TIPS (1):

- Have a **strategy**:
  - Why do you need to communicate? What is the overall goal? → Make a plan based on your strategy first, otherwise you end up with a loose collection of activities that might not give value but only a lot of work
- You communication activities can be seen as a way of **enabling your impact goals**. If you communicate to the right stakeholders through the right channels, you make them want the results you disseminate to them later on. Your plans for exploitation will also be easier to implement if your stakeholders are well-informed.
- **Communication** is possible from day 1: start telling the outside world what you plan to do and why. **Exploitation** is later in the project

Section 2.2b: IMPACT / An Example

2.2. Measures to Maximise Impacts

b: Communication Activities

Communication tools	End-Users	EPC contractors	Industry	Authorities	Public	Academics
Website The project website will be developed, maintained and regularly updated by A… main communication tool as it provides easy access to a broad audience around… be designed following the best practice guidelines for EU project websites. The … attractive, user-friendly, and informative. New visual media like videos and anim… **Target:** [illegible]						
Factsheet Factsheets about the project will be produced for distribution in relevant ev… awareness about the project and trigger the interest of stakeholders to visit the … about the project's progress. All partners will be provided an electronic copy of … to their relevant networks. An electronic version of the leaflets will be availabl… also allow target dissemination through e-mails using the extensive EDS databa… **Target: 3 factsheets will be produced. 4,000 copies of each will be printed … events. Part of that distribution will be by including the factsheets to … desalination conferences organised annually by EDS. Also the electronic ve… reach more than 20,000 people each through direct e-mailing from EDS.**						
Press Releases Press releases will be produced regularly making use of a range of services and … increasing awareness about the project's objectives, progress and outcomes. Pr… appropriate media outlets with a coverage at local, regional, European, and glo… **Target: 15 press-releases to be published and put up to CORDIS wire leading to … articles in websites, the press and specialised publications like research.eu**						
Videos						

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- ✓ Indicate your Communication Tools and Activities
- ✓ Highlight relevant end users
- ✓ Include Targets

Section 2.2 IMPACT / The Practice

<u>Work Package</u>: Communication, Dissemination, Outreach and Exploitation

Considerations (1):

- Link back to section 2.2 – Measures to Maximise Impact
- Include a Task on **DEP implementation**
- Include a Task on **Communication Tools and Activities**
- Include a Task (or WP!) on your **Knowledge Management, Data Management and Protection Strategy**
  - What is your methodology to capture, collect and exploit your results?
  - How will you deal with Open Access and IPR requirements?
  - Data Management Plan
- Include at least a Task (or WP(s)) on concrete **Exploitation Activities** (e.g. training courses, brokerage workshops, policy events, online tools, etc.)

Section 2.2 IMPACT / An example (1)

Work Package: Communication, Dissemination, Outreach and Exploitation

Description of work and role of partners

WP8 - Knowledge Transfer, Communication, Dissemination and Exploitation [M1-M60]
ATT, SDU, UA, UHEI, ENSL, AU, BASF, UBA, MU, CNRS, UFZ, MATT, LOR, DU

Task 8.1 Elaboration of a Dissemination and Exploitation Plan (DEP) Lead: ATT (M1)
A draft plan on dissemination and exploitation of activities has been created during the p
(DEP). Dedicated Work Package leader ATT. The plan adopts EC best pra
principles and defines the objectives, target end users, planned tools and channels, a
well as metrics for measuring impact. We will develop a Summary Business Plan in E
segment and describe the plans per Knowledge output or cluster. At 18-month intervals
effectiveness and adjusted if needed.

Task 8.2 Portfolio of Dissemination Resources and Tools, Lead: ATT, Participants: All
A portfolio of communication tools and channels (D8.2) will be developed to aid extern
its activities and results.
• A project logo, a brochure/factsheet (paper and/or electronic), PowerPoint and newsl
promotional material.
• A project public website for general dissemination of project results and progress.
• Introduction Project Video will be commissioned to quickly introduce the project a
channels.
• Regular e-newsletters and specific articles informing stakeholders on the progress of t
sent to specialized press and industrial associations. Regular e-newsletters and specific
on the progress of the project will be produced and sent to specialised press and indust
• Press releases and promotional articles will be produced and distributed regularly.
• Social Media such as LinkedIn, Twitter and Facebook will be used to promote proje

Task 8.3 Knowledge & Data Management, Lead: ATT, Participants: All (M1-M60)
Knowledge Management systems will be integrated into the project design, to ensure th
arising from the project, including scientific outputs, new methodologies, protocols a
well as de novo knowledge and new strategies, are fully captured. Intellectual Prop
will be integrated into the project design, and each KO collected from relevant partn
committee. This committee will decide whether a given KO will need to be protected
These Knowledge Management systems will be employed throughout the project and th
Management will be an important element of ERGO as developing an accessible, easy
Outcome Pathway (AOP) Network and testing data repository in support of optimum
commitment of the consortium. A Data Management Plan (DMP) (D8.2), which identi

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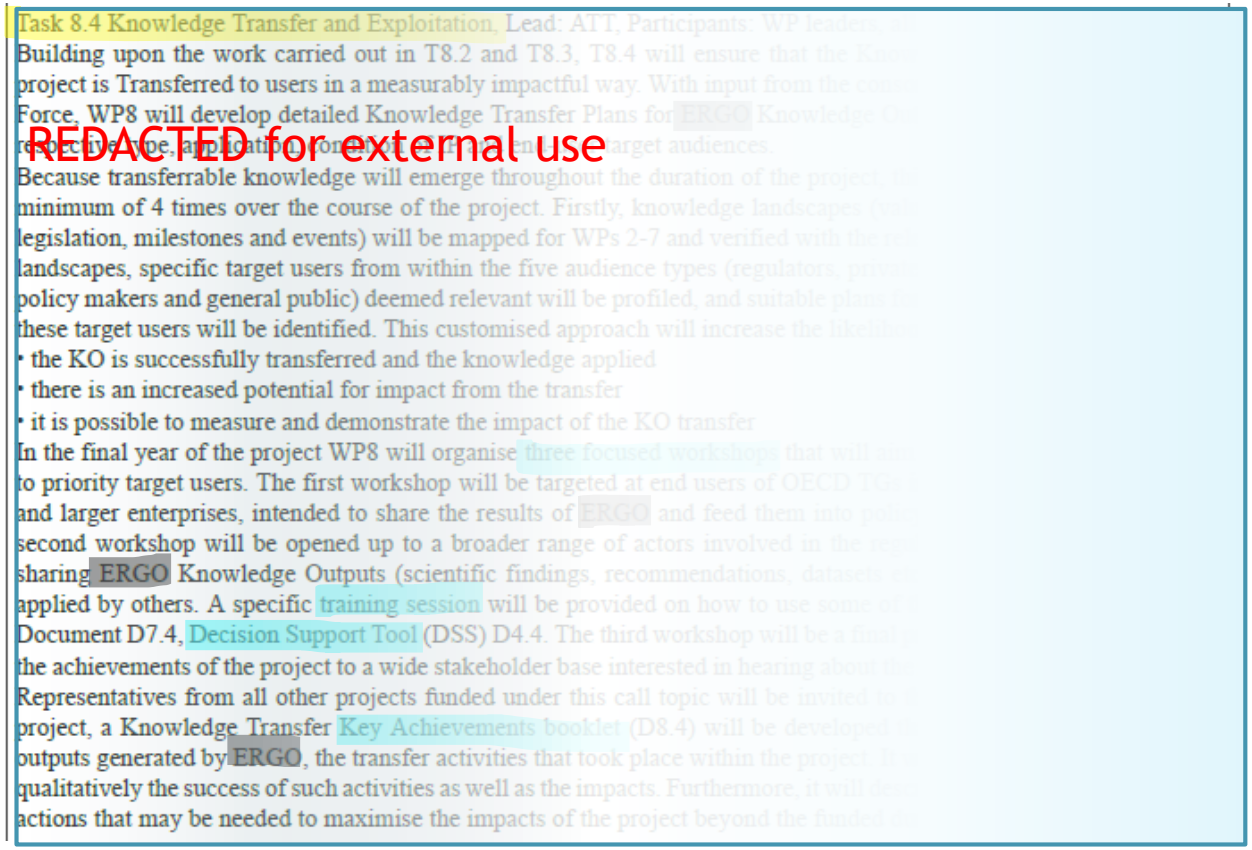
1. Use prescriptive WP Structure:
    1. Task,
    2. Task leader,
    3. Partners involved
    4. Duration
2. Short explanations per Task, approach-based (particularly KM)
3. Involve all partners

Section 2.2 IMPACT / An example (1)

<u>Work Package</u>: Communication, Dissemination, Outreach and Exploitation



Task 8.4 Knowledge Transfer and Exploitation, Lead: ATT, Participants: WP leaders
Building upon the work carried out in T8.2 and T8.3, T8.4 will ensure that the
project is Transferred to users in a measurably impactful way. With input from the
Force, WP8 will develop detailed Knowledge Transfer Plans for ERGO Knowledge
respective type, application, condition of IP and end-user target audiences.
Because transferrable knowledge will emerge throughout the duration of the proj
minimum of 4 times over the course of the project. Firstly, knowledge landscapes
legislation, milestones and events) will be mapped for WPs 2-7 and verified with the
landscapes, specific target users from within the five audience types (regulators, p
policy makers and general public) deemed relevant will be profiled, and suitable pla
these target users will be identified. This customised approach will increase the like
• the KO is successfully transferred and the knowledge applied
• there is an increased potential for impact from the transfer
• it is possible to measure and demonstrate the impact of the KO transfer
In the final year of the project WP8 will organise three focused workshops that will
to priority target users. The first workshop will be targeted at end users of OECD T
and larger enterprises, intended to share the results of ERGO and feed them into
second workshop will be opened up to a broader range of actors involved in the
sharing ERGO Knowledge Outputs (scientific findings, recommendations, datase
applied by others. A specific training session will be provided on how to use some
Document D7.4, Decision Support Tool (DSS) D4.4. The third workshop will be a
the achievements of the project to a wide stakeholder base interested in hearing abou
Representatives from all other projects funded under this call topic will be invited
project, a Knowledge Transfer Key Achievements booklet (D8.4) will be develop
outputs generated by ERGO, the transfer activities that took place within the project
qualitatively the success of such activities as well as the impacts. Furthermore, it will
actions that may be needed to maximise the impacts of the project beyond the fun

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1. KT Task – examples:
   - End user workshops
   - Training
   - Decision Support Tool
   - Key Achievements booklet
   - Roadmap for post project actions

Section 2.2 IMPACT / An example (1)

Work Package: Communication, Dissemination, Outreach and Exploitation

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D8.1	ERGO Dissemination and Exploitation Plan	3 - ATT			
D8.2	ERGO Project Branding Suite and Launch of Project Website	3 - ATT	Other		
D8.3	ERGO Data Management Plan	3 - ATT	ORDP: Open Research Data Pilot		
D8.4	ERGO Full Portfolio of Dissemination Resources and Tools	3 - ATT	Report		
D8.5	ERGO Dissemination and Exploitation Plan (DEP) and Data Management Plan Update Report (DMP)	3 - ATT	Report		
D8.6	ERGO Knowledge Transfer Key Achievement Booklet	3 - ATT	Report		

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1. Table for Deliverables. Best Practice Examples:
   - DEP
   - Suite of communication resources & tools
   - DMP
   - Knowledge Transfer Key Achievements Report

Section 2.2 IMPACT / Examples

Work Package: Communication, Dissemination and Exploitation

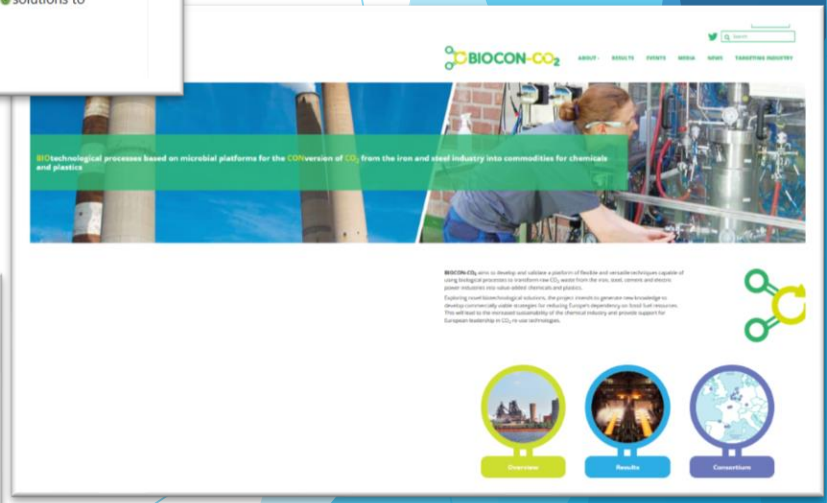
Examples - Comm / Diss:

Factsheets

Newsletters

Websites & social media

Videos



Section 2.2 IMPACT / Examples

Work Package: Communication, Dissemination and Exploitation

Examples - KT / Exploitation:

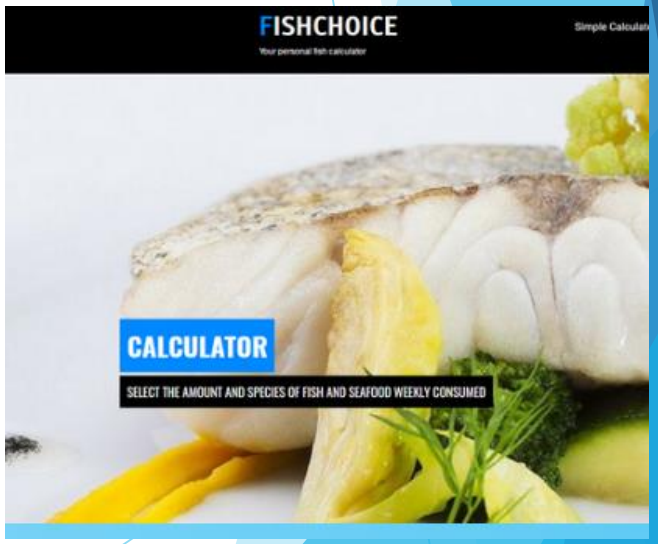
Capacity Building Workshops

Brokerage Events

Training Courses

Policy Briefs

Online applications



Section 2.2 IMPACT / Common Pitfalls

Outcomes NCP survey: "What do you find are the common pitfalls & weakness of section 2.2?"

(Source: NCP Academy Training Day, Dublin, December 2017)

1. Dissemination and Exploitation plan **not appropriate** e.g. too vague, not creative enough, overlooking partner involvement e.g. SMEs/Companies and **lacking detail specific to the proposal activities** (24 responses)
2. Not **identifying stakeholders**/users including when they are partners (10 responses)
3. Poor communication strategy **lacking concrete detail** (9 responses)
4. **Lack of clear exploitation/ownership of IP** and detail of exploitable results (6 responses)
5. Misunderstanding the **differences between dissemination, exploitation and communication** (5 responses)
6. Section **too general or not specific** to call (5 responses)
7. **Focus on publications and conferences** only (1 response)
8. Lack of analysis leading on **market and barriers to innovation** (2 response)
9. Lack of **geographical reach** (1 response)

Section 2.2: IMPACT / QUESTIONS?

Evaluation Considerations

Evaluators

- Most evaluators are not native English speakers
- Multi-actor panels
- May not be aware of background policy to call
- Some may have no experience of EC programmes and in particular H2020 applications
- Some are not technical experts on specific call topic

Process

- Remote evaluations inside EC electronic system
- Not a lot of time per bid
- Probably don’t print bid
- Not always aware of application form, most likely guided by IER template questions
- Scoring is independent, at consensus stage experts can and commonly do change scores
- Style of comments vary from bullet points to essays

Dealing with Variation across Evaluators and Process

Tips

- Don’t assume anything about the evaluators
- Build up all sections of application, layering technical level so that the non-expert and top expert get what they need from your descriptions
- Write in plain clear language
- Spell out anything sector specific e.g. acronyms….
- Assume your evaluators are not familiar with H2020 application forms and the evaluation process
- Be explicit in addressing topic impacts
- Ensure overall project design matches impact declarations
- Structure sections strictly according to the application form, right content in right place
- Specifically write your bid to address the evaluation criteria and call impacts

3. FINALISATION

Take Home Message

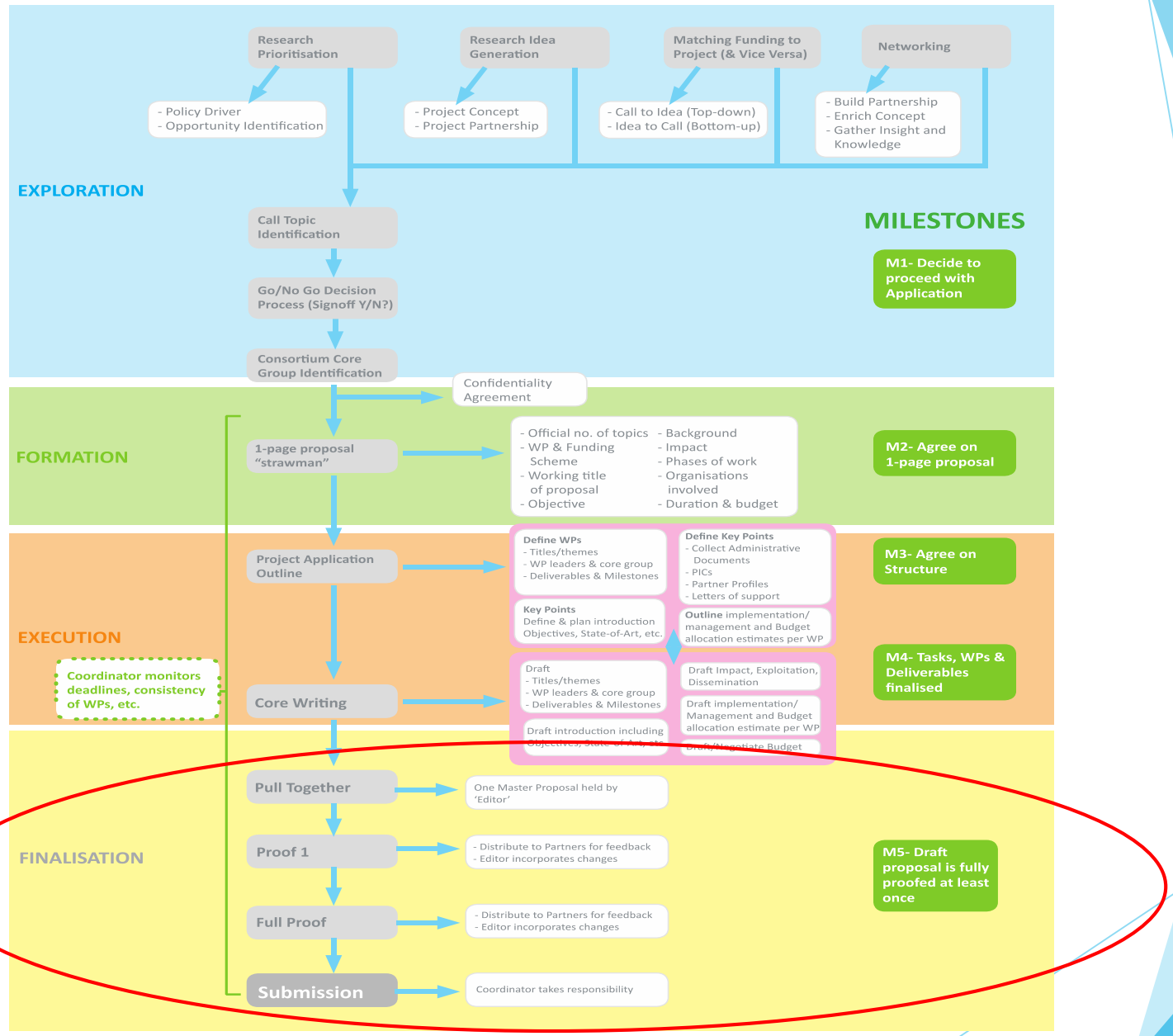
Think as an Evaluator

- Clear simple language
- Present a story, easy to read and progressive
- Don’t make assumptions

Overall components to a strong grant application:

- Creative, exciting, and worthy of funding subject.
- Rigorous, well-defined experimental plan.
- Information is presented in clear language.

Funding Procurement Lifecycle



4. FINALISATION

Take Home Message

<u>Allow time to polish/harmonise</u>

- Will make the difference
- Fresh eyes (NCPs, Consultants, colleagues)
- Lots of proof reading
- Ensure holistic bid across all content
- Submit versions

4. FINALISATION

Take Home Message

Write it
Submit it
Forget it (until result is out)

Section 2.2: IMPACT / QUESTIONS?

Thank you

Please don't hesitate to contact us:

- ✓ **Partnership** (knowledge management partner: communication, dissemination, knowledge transfer / exploitation)

Or

- ✓ **Support services** (strategy, advice, project development)

David Murphy & Marieke Reuver

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