In an interconnected and interdependent world, health needs to be addressed globally

R&D in Global Health

Health problems and solutions that transcend geographic and political boundaries, in an interdisciplinary and integrated way

Poverty-related and neglected infectious diseases

Such as HIV & AIDS, malaria, tuberculosis and helminth infections

Emerging infections and the growing epidemic of antimicrobial resistance

COVID-19 and other health threats such as bacteria resistant to known drugs

Non-communicable diseases

Such as heart disease, cancer, chronic respiratory disease and diabetes, that are becoming the leading cause of mortality in the world
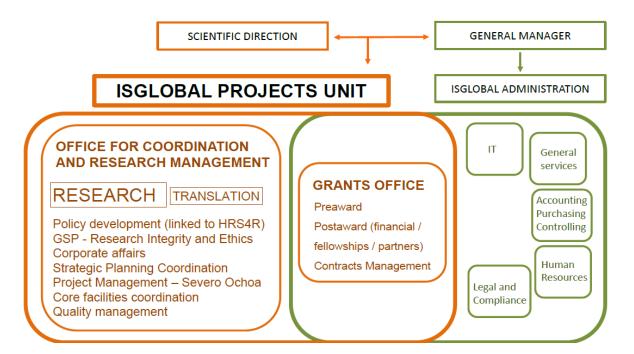
Environmental health hazards

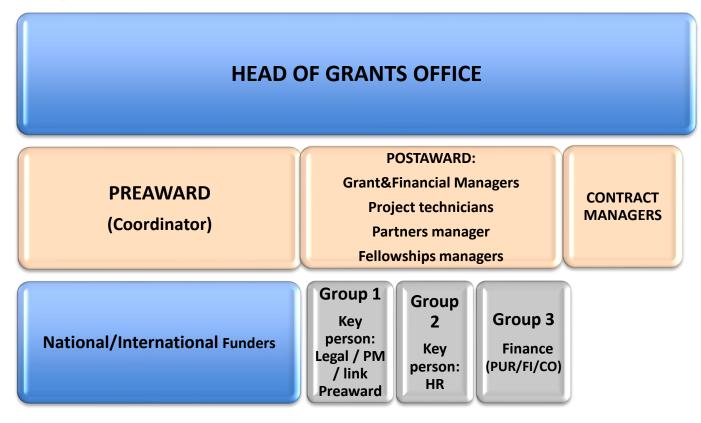Including pollution, climate change and uncontrolled urbanization

1

A nivel de Departamento

Organization

HEAD OF GRANTS OFFICE

PREAWARD

(Coordinator)

POSTAWARD:

Grant&Financial Managers

Project technicians

Partners manager

Fellowships managers

CONTRACT MANAGERS

National/International Funders

Group 1

Key person: Legal / PM / link Preaward

Group 2

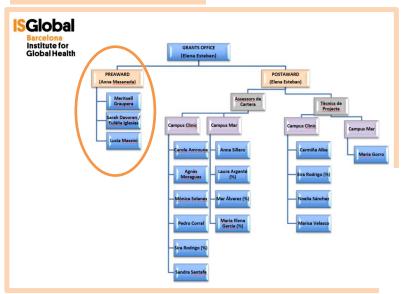**Key person: HR**

Group 3
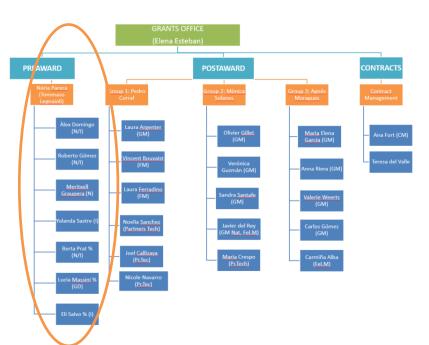
Finance (PUR/FI/CO)

ISGlobal

ISGLOBAL 2017

ISGLOBAL 2024

Preaward Management

Tommaso Legnaioli
COORDINATOR

Àlex Domingo
Preaward National &
International

Meritxell Graupera
Preaward National

Roberto Gómez
Preaward National &
International

Oscar Casado
Innovation Manager

Nabila Mella
Impact Manager

Núria Parera
Preaward National &
International (COORD)

Berta Prat
Preaward Part time

Yolanda Sastre
Preaward International

Elisabeth Salvo
PM International

Lucia Massini
Preaward Global
Development

ISGlobal

ISGlobal

PROJECTS UNIT Funding attraction:

✓ **MINECO REDES PROJECT** – Ministry of Science 2014-2017**:**   **150k €**
PM PU (Maria Elena)

✓ **GO EUROPE PROJECT** – Catalan Health System 2019-2021:   **218k €**
Grant Writter / internacionalización

✓ **MINECO REDES PROJECT** – Ministry of Science 2021-2022:   **212k €**
Innovación-Preaward Manager

✓ **GO INTERNATIONAL PROJECT** – Catalan Health System 2023-2025:   **300k €**
PM Preaward /Impact Manager

Support provided

i) Call for proposals:

- ✓ Up to date information
- ✓ Dissemination of *relevant* calls
  - o General mailing list
  - o Personalized emails
  - o Intranet

- ✓ Support of proposal preparation
  - o Advice & best practices, eligibility + templates
  - o Revision of documents
  - o Budget approval by Postaward
  - o Institutional letters
  - o Mock interviews
- ✓ Follow up on submitted proposals

ISGlobal

Support provided

ii) Contract execution + due diligence on Partners:

- ✓ Responsible for the coordination and preparation of the contract (GA, CA, subgrant, consultancies)

- ✓ Liasion between
    - o PI – scientific issues
    - o Legal Department – legal revision
    - o Postaward – budget and reporting
    - o Human Resources Dept – labour contracts

- ✓ Signature process

ISGlobal

Support provided

iii) Other actions

- ✓ Activity indicators, institutional point of contact

- ✓ Scientific Coordination
    - o Limitation of candidancies (internal priorization)

- ✓ ERC Policy
    - o Scientist mentor
    - o ERC mentor
    - o Timeline (1 year preparation)
    - o Proposal revision
    - o Mock interview

ISGlobal

EVALUATIONS

Highlights Abstract

	Strenghs	Weaknesses
EXCELLENCE (3.5/5)	The proposal's objectives are clearly detailed and aligned with the call topic.	metrics of success/**Key Performance Indicators** have not been clearly indicated to demonstrate **measurability and verifiability.**
	The proposal includes some **R&I novel approaches**	A clear baseline of prior knowledge in the field is not well elaborated and comprehensively presented to assess whether it sufficiently goes beyond the state of the art.
	Research and Innovation initiatives at national or international level are convincingly integrated in the methodology.	part of the methodology is not appropriately justified.
	The interdisciplinary approach is sufficiently demonstrated.	The research data management plan is not appropriately described.
	The integration of social sciences and humanities is adequately addressed.	
	The gender dimension, as well as geographic and socio-economic aspects are sufficiently considered.	
	The open science practices are sufficiently integrated in the proposed methodology	

	Strenghs	Weaknesses
IMPACT (3/5)	The credibility of the pathways to achieve the expected outcomes and impacts is fairly addressed.	However, wider impacts are **generically** described even if the expected societal impact is potentially global. The translation of the finding to a longer term and a wider impact is unclear.
		The significance of the proposal's contribution to the expected outcomes is not sufficiently addressed and the scale is not well **quantified** against clear benchmarks or assumptions.
		The potential barriers to the expected outcomes and impacts are not sufficiently described and suitable mitigation strategies have not been convincingly proposed.

PREAWARD

FORM A

- Preaward collects all the Form A from partners /Google forms
- Postaward consolidates the Budget
- Ethics self assesment (template, Ethics manager)

PART B

2

A nivel de propuesta

Lump Sum

- Plan well the **Work Packages** and who will be in charge.
- The **WP** with a long duration *(e.g., management, communication, dissemination and exploitation, etc)* may be split along the reporting periods.
- Contact the **PostAward Department** as soon as possible

How to start ...

Writting Tips

1. **Read** the **TOPIC** (*specifity in policies, gender, data management, LMIC, open science, State of the art, ...)*

2. **Read** the **Destination** (at least the Introduction, specially for the expected *Impact*)

3. **Read** the **WP** (at least the Introduction)

4. Check well your **consortium** (is really everybody there?)

5. Check **Elegibility**!!!!

6. Start with the **Impact**. (The canvas is very usefull)

Consortium

ISGlobal

RIA
- Universities
- Tecnological centers
- Start Ups
- Companies

IA
- Big Enterprises
- Associations
- SMEs
- Tecnological centers

CSA
- Associations
- Comunication
- Ethics

Rule: + 3 countries

ISGlobal

Consortium

Partner Table

Partner no	Code	Name	Country	Type	Profile and Expertise	Role in projects

Excellence

OBJECTIVES: S.M.A.R.T.
- Specific
- Measurable
- Assignable
- Realistic
- Time-related

- Reshape the Big Research Question into and Overarching Aim

- Divide in Smaller Objectives

State of the Art (IT'S NOT THE SAME AS OUTPUT).
(Gap in knowledge): Do I have an idea of how to solve it: hypothesis, Research questions, *Why bother? Why now is the best moment? Is it a European priority? Is the solution already available?*

- Position well your technology (TRL)
- **Actual** references (papers, patents, etc)

Excellence

- OPEN SCIENCE
- GENDER DIMENSION
- AI
- DATA MANAGEMENT
- INTERDISCIPLINARY APPROACH
- INTEGRATION OF SOCIAL SCIENCES (related to the topic)
- RESEARCH MANAGEMENT PLAN
- KEY PERFORMANCE INDICATORS

IMPORTANT

RRI: Responsible Research and Innovation

A normative framework for RRI: the six policy agendas

The European Commission has provided more concrete normative orientations in the form of six policy keys that RRI should further:

Ethics
focuses on (1) research integrity: the prevention of unacceptable research and research practices; and (2) science and society: the ethical acceptability of scientific and technological developments.

Open Access
addresses issues of accessibility to and ownership of scientific information. Free and earlier access to scientific work might improve the quality of scientific research and facilitate fast innovation, constructive collaborations among peers, and productive dialogue with civil society.

Gender Equality
is about promoting gender balanced teams, ensuring gender balance in decision-making bodies, and considering always the gender dimension in R&I to improve the quality and social relevance of the results.

Public Engagement
fosters R&I processes that are collaborative and multi actor: all societal actors work together during the whole process in order to align its outcomes to the values, needs and expectations of society.

Governance
arrangements that lead to acceptable and desirable futures have to (1) be robust and adaptable to the unpredictable development of R&I (de facto governance); (2) be familiar enough to align with existing practices in R&I; (3) share responsibility and accountability among all actors; and (4) provide governance instruments to actually foster this shared responsibility.

Science Education
focuses on (1) enhancing the current education process to better equip citizens with the necessary knowledge and skills so they can participate in R&I debates; and (2) increasing the number of researchers (promote scientific vocations).

https://rri-tools.eu/
https://www.rri-practice.eu/knowledge-repository/practical-handbook/

ISGlobal

Gender dimension

Address Gender aspects in:

- Research design

- Potential impact

- Methodology (by WP and Task)

Do not be afraid of stating the obvious!

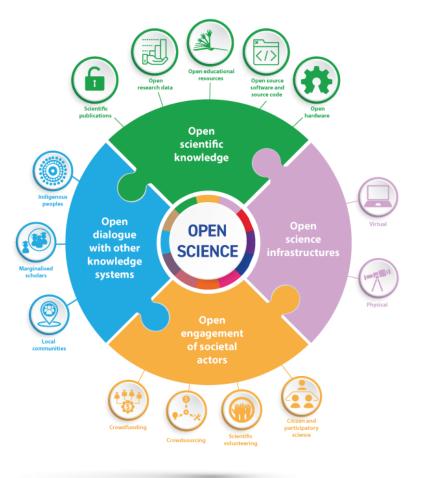Be aware of differences in the concepts of sex and gender

Gender issues can be summarised as follows:

- Research FOR specific gender: Research that is specific to women/men/non binary…

- Research BY specific gender: Relates to the number of women/men/non binary… involved in the proposed work.

- Research ABOUT specific gender: Gender dimension of the project.

ISGlobal

Open Science Practices

- Describe how appropriate open science practices are implemented.

- Show how will increase the chances of the project delivering objectives.

- If those practices are not appropriate for your project, JUSTIFY IT.

The logic of a Research project

Research data management– Open Data

- Generating/collecting data and/or other research outputs (except for publications)

- Data needs to be managed in line with the FAIR principles (Findable, Accessible, Interoperable, Reusable).

- There's many resources available, for example Open Science Framework (osf.io)

IMPLEMENTATION

Quality work plan:

- Divide the WPs in Tasks

- Define clearly the use of resources (especially your time) for each WP

- State clearly what will be the responsibilities involvement of collaborators in each WP

- Always specify timings

- Include every activity in the Gantt chart

Frequent flaws:

- Insufficient description of WPs, tasks, deliverables or milestones
- Resources allocation unclear
- Person-months for each WP are not detailed
- Person-months for each WP are not realistic
- Involvement of collaborators is unclear
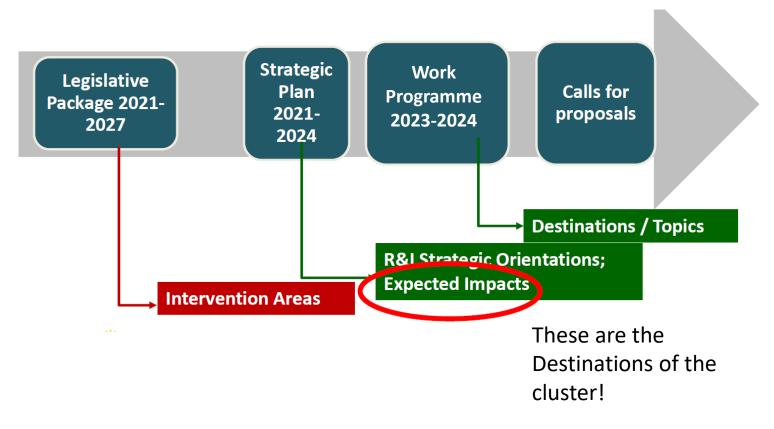- Not clear who, where and when will perform certain tasks or activities

ISGlobal

IMPACT

PROJECT RESULTS	**What is generated during the project implementation**. This may include for example know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc. Most project results (inventions, scientific works, etc) are "Intellectual Property", which may, if appropriate be protected by formal "Intellectual Property Rights" **(short term)**
EXPECTED OUTCOMES => TOPIC	**The expected effects of projects over the medium term**. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur **during or shortly after** the end of the project. **(medium term)**
EXPECTED IMPACTS => DESTINATION	**Wider long term effects on society** (including the environment), the economy and science, enabled by the outcomes of R&I investments. Impacts generally occur **some time after the end** of the project. **(long term)**

IMPACT

PROJECT RESULTS	**What is generated during the project implementation**. This may include for example know-how, innovative solutions, algorithms, proof of feasibility, ...ines, prototypes, ...chers, new ...ventions, scientific ...opropriate be **...rt term)**
EXPECTED OUTCO... **=> TOPIC**	...m. This may include ...roject's results by **...or shortly after** the
EXPECTED IMPACTS **=> DESTINATION**	**Wider long term effects on society** (including the environment), the economy and science, enabled by the outcomes of R&I investments. Impacts generally occur **some time after the end** of the project. **(long term)**

Nabila Maria Mella Garip

Impact Officer

ISGlobal

IMPACT

Outcomes: in each of the topics   Impacts: introduction of each Destination

HORIZON-CL5-2021-D3-02-01: Demonstration of wave energy devices to increase experience in real sea condition

Specific conditions

Expected EU contribution per project	The Commission estimates that an EU contribution of around EUR 15.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 15.00 million.
Type of Action	Innovation Actions
Admissibility conditions	The conditions are described in General Annex A. The following exceptions apply: The page limit of the application is 70 pages.
Legal and financial set-up of the Grant Agreements	The rules are described in General Annex G. The following exceptions apply: The granting authority may object to a transfer of ownership or the exclusive licensing of results under certain conditions.

Expected Outcome: Project results are expected to contribute to all of the following expected outcomes:

- Demonstrated performance and reliability of wave energy devices producing comparable and public results using international metrics
- Improved knowledge on how to operate wave energy devices, their availability maintainability and to increase the impact it is expected that projects are sharing project data.
- Reduction of the LCOE in line with the SET Plan targets (actions should clearly justify estimated LCOE at project start and end, using a recognised calculation methodology).
- Reinforced industrial supply chain in Europe.
- Attraction of private investors to the sector and reduction of the cost of their investment by presented evidences and credible key performance indicators.

Scope: The action is expected to:

- Demonstrate wave energy devices in real sea conditions for long periods of time (12-24 months) providing invaluable learnings regarding performance, reliability, availability, maintainability, survivability and environmental impact.

Destination – Sustainable, secure and competitive energy supply

The expected impact, in line with the Strategic Plan, is to contribute to *"More efficient, clean, sustainable, secure and competitive energy supply through new solutions for smart grids and energy systems based on more performant renewable energy solutions"*, notably through

i. Fostering European global leadership in affordable, secure and sustainable **renewable energy technologies** and services by improving their competitiveness in global value chains and their position in growth markets, notably through the diversification of the renewable services and technology portfolio (more detailed information below).

ii. Ensuring cost-effective uninterrupted and affordable supply of energy to households and industries in a scenario of high penetration of variable renewables and other new low carbon energy supply. This includes more efficient approaches to managing **smart and cyber-secure energy grids** and optimisation the interaction between producers, consumers, networks, infrastructures and vectors (more detailed information below).

iii. Accelerating the development of **Carbon Capture, Use and Storage (CCUS)** as a CO_2 emission mitigation option in electricity generation and industry applications (including also conversion of CO_2 to products) (more detailed information below).

Fostering the European global leadership in affordable, secure and sustainable renewable energy technologies

The main impacts to be generated by topics targeting the renewable energy technologies and solutions under this Destination are:

a. Availability of disruptive renewable energy and renewable fuel technologies and systems in 2050 in order to accelerate the replacement of fossil-based energy technologies.

b. Reduced cost and improved efficiency of renewable energy and renewable fuel technologies and their value chains.

c. De-risking of renewable energy and fuel technologies with a view to their commercial exploitation and net zero greenhouse gas emissions by 2050.

d. Better integration of renewable energy and renewable fuel-based solutions in energy consuming sectors.

e. Reinforced European scientific basis and European export potential for renewable energy technologies through international collaboration (notably with Africa in renewable energy technologies and renewable fuels and enhanced collaboration with Mission Innovation countries).

f. Enhanced sustainability of renewable energy and renewable fuels value chains, taking fully into account social, economic and environmental aspects in line with the European Green Deal priorities.
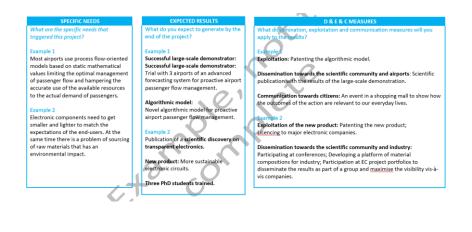
Impact canvas

New in Horizon Europe: Impact Canvas to be completed in proposal application.
(Not mandatory but **advisable** to complete it!)

The canvas could summarise the key elements of your project impact pathway and the measures to maximise its impact.

It should be: specific, short and concise, for all partners.

Some evaluators will read it first!

Performance Indicators must be measurable and quantifiable

IMPACT

Specific needs	Expected Results	DEC measures	Target groups	Outcomes	Impacts

ISGlobal

IMPACT

- **Narrative**: Impact should be written as a story

- **Style**: Journalistic Style (e.g. Economist style guide)

- **Evidence**: Facts, Figures, Quotations, References,…

- **Graphics**: Use Diagrams/Graphics to "Educate/Convince"

- **Audience**: Political, EU Officials, Wide Stakeholders

- **Evaluators**: "Educate and Convince" scientific Evaluators

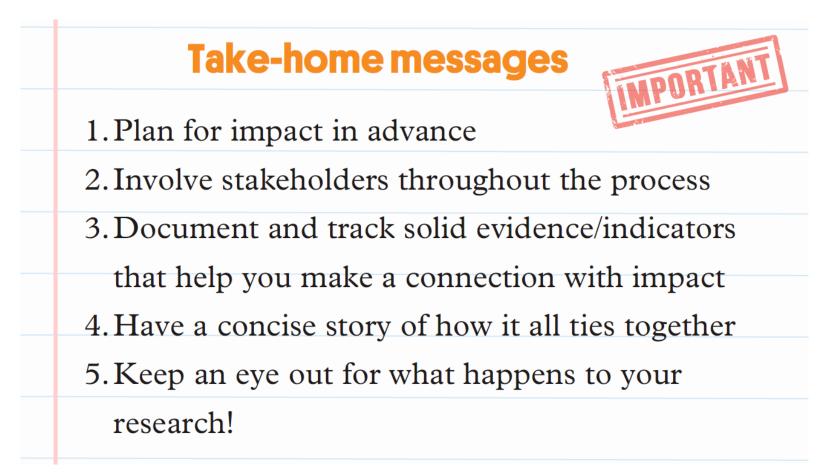**ISGlobal**

ISGlobal

IMPACT

Tips for the impact section:

- Read well the expected impacts and outcomes of the call
- Impacts NOT results! (medium and long-term effects)
- Consider broader impacts, but realistic and achievable
- Be specific and measurable
- Include baseline status (where we are) and where you expect to be at the end of the project
- Highlight added European value
- Identify stakeholders, end users, beneficiaries
- Detailed, credible and feasible DEC measures to engage with them

Take-home messages

IMPORTANT

1. Plan for impact in advance
2. Involve stakeholders throughout the process
3. Document and track solid evidence/indicators that help you make a connection with impact
4. Have a concise story of how it all ties together
5. Keep an eye out for what happens to your research!

nuria.parera@isglobal.org

Gràcies
Gracias
Thank you

www.isglobal.org

A partnership of:

"la Caixa" Foundation