Le programme européen pour la recherche et l'innovation
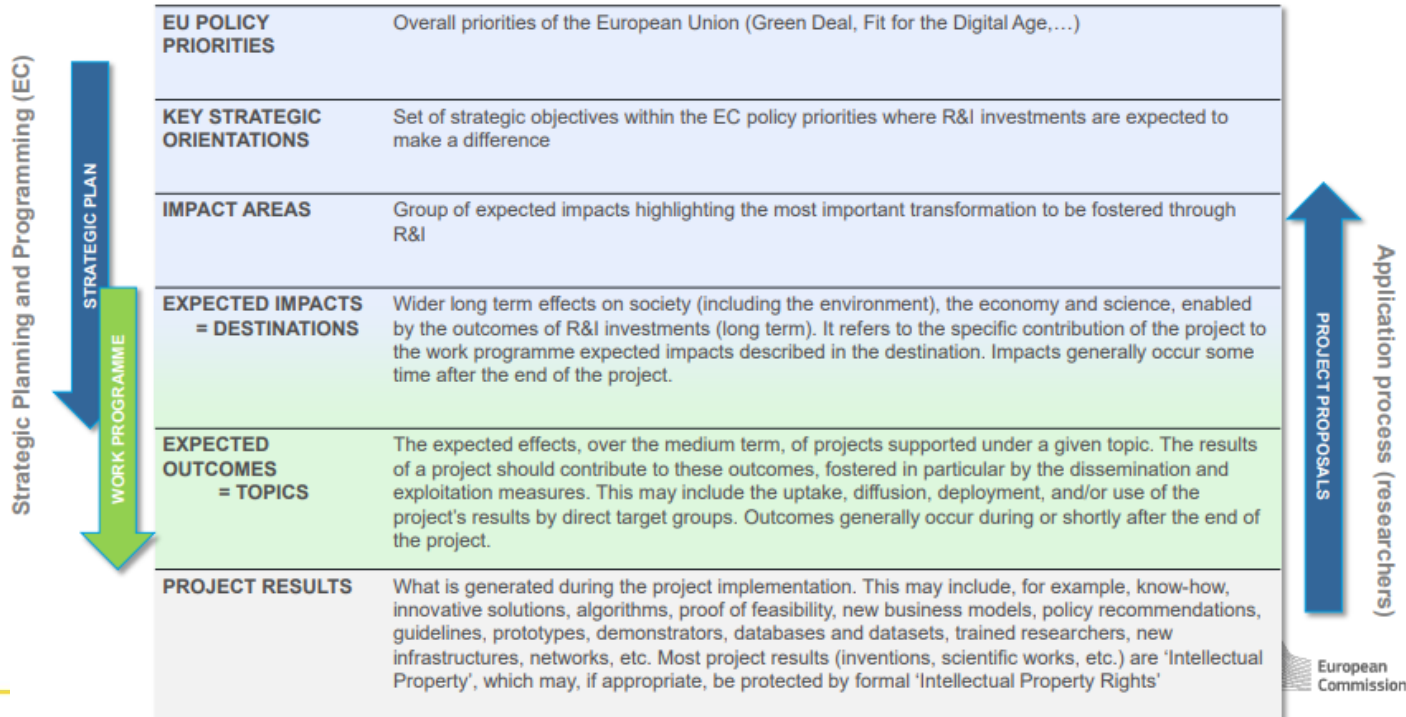
Webinaire d'analyse des ESR (Evaluation Summary Report) Calls 2021 - Cluster 4 - Destinations 1 & 2

Sommaire

- Priorités politiques EU & résultats du projet

- Cycle de vie d'un projet HE

- Evaluation des projets HE

- Critères et sous-critères d'évaluation

- Notation, seuils et pondération des propositions

- Analyses d'ESR des calls 2021 - Cluster 4 - Destinations 1 & 2

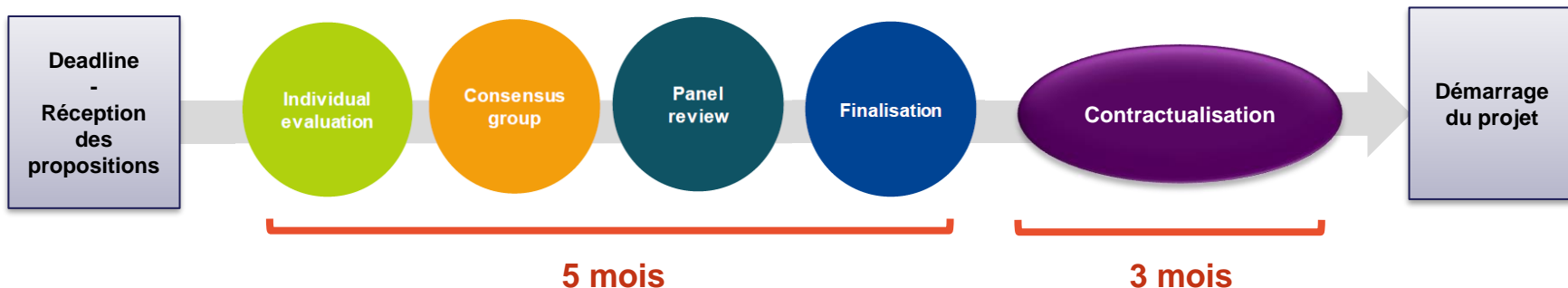- Retour d'expérience de la part d'expert-évaluateur

Lien entre les priorités politiques et les résultats du projet

Le cycle de vie d'un projet Horizon Europe

publication de l'appel	préparation du projet	évaluation	préparation du contrat	mise en œuvre du projet	diffusion et valorisation des résultats
• au sein du programme de travail • sur le portail des financements de la CE	• montage et soumission sur le portail des financements • auto-évaluation de la capacité financière • auto-évaluation de l' éthique	• admissibilité • éligibilité • examen éthique et de sécurité • évaluation par les experts-évaluateurs	• invitation à contractualiser • négociation de l'accord de consortium • préparation et signature du contrat avec la CE • versement du préfinancement	• réalisation des tâches selon l'annexe technique • *reporting en continu:* livrables, etc. • rapports périodiques, vérifications et audits	• durant et à l'issue du projet • dissémination, communication, • publications scientifiques

L'évaluation des projets Horizon Europe (processus)

Réception des propositions :

Vérification de l'admissibilité : proposition complète (dont plan d'exploitation/dissémination) ; respect du nb de pages ; lisible…

Vérification de l'éligibilité : nb de partenaires minimum, gender equality plan pour certaines organisations, … cf call conditions

Individual evaluation : Les experts évaluent les propositions individuellement (Min. 3 experts par proposition)

Consensus group : Les experts se retrouvent et conviennent d'une position commune pour chaque proposition (commentaires et notes).

Panel review : Accord des experts sur l'ensemble des propositions d'un appel (cohérence entre les évaluations, notes et commentaires). Classement les propositions avec le même score.

Finalisation : La Commission examine les résultats de l'évaluation des experts et établit le classement final.

L'évaluation des projets Horizon Europe

- 3 critères principaux : **excellence, impact, qualité et efficience de la mise en œuvre**

  ➢ *Attention aux sous critères & pondération différente selon le programme de travail*

- Processus d'évaluation en **1 ou 2 étapes**

- **Evaluation par les pairs** : comités d'experts indépendants, les « **experts-évaluateurs** »

- Temps dévolu à l'évaluation: **5 mois maximum** (**+3 mois** contractualisation)

  = 8 mois de la date limite du dépôt au début du projet « *Time to Grant* »

Nouveautés :

  ➢ Réduction de la taille des propositions : 45 pages max (30p pour les CSA) → + 3p pour Lump Sum & + 3p pour Business Plan & Exploitation Strategy

  ➢ « Evaluation à l'aveugle »: propositions anonymes en 1ère étape → attention aux éléments qui permettent d'identifier les participants

Les critères et sous-critères d'évaluation

PROJET

Clarté et pertinence des objectifs du projet

- Ambition, vision du projet, description des objectifs
- Aller au-delà de l'état-de-l'art

Méthodologie

- Description de la méthodologie
- Interdisciplinarité
- Dimension du genre
- Open science :
  - Engagement des citoyens
  - Plan de management des données

Pathways/voies

- Liens entre les résultats du projet /impacts et « expected outcomes » du WP
- Identification des barrières, des verrous
- Échelle et importance

Optimisation de l'impact

- Communication
- Dissémination des résultats
- Exploitation des résultats

Workplan/Plan de travail

- Qualité et efficacité du plan de travail & ressources
- Management des risques

Consortium

- Capacité, rôle, expertises de chaque partenaire du consortium

Excellence   **Impact**   **Mise en œuvre**

Les critères et sous-critères d'évaluation

- Excellence

  - La clarté et la pertinence des objectifs ;

  - Le degré d'ambition du projet, le potentiel d'innovation, et jusqu'à quel point le projet va au-delà de l'état de l'art (ex : objectifs révolutionnaires, nouveaux concepts ou nouvelles approches) ;

  - La crédibilité de l'approche méthodologique proposée, y compris la prise en compte d'une approche interdisciplinaire, de la dimension du genre et des pratiques de science ouverte.

Les critères et sous-critères d'évaluation

- Impact

  - La manière dont le projet répond aux objectifs et impacts spécifiés dans le programme de travail ;

  - L'échelle et l'importance des contributions et impacts attendus du projet ;

  - La qualité des mesures visant à maximiser l'impact du projet, telles que prévues dans le plan d'exploitation et de diffusion des résultats, y compris les activités de communication.

Les critères et sous-critères d'évaluation

- Qualité et efficience de la mise en œuvre

    - La cohérence et efficacité du plan de travail (Work plan), de l'évaluation des risques et l'adéquation de la répartition des tâches et ressources ;

    - Les compétences et expériences de chaque participant, leur complémentarité, ainsi que la qualité du consortium dans son ensemble.

Notation, seuils et pondération des propositions

- Notes d'évaluation attribuées par critère (et non pour les différents aspects de chaque critère)

- Note attribuée dans la fourchette de 0 à 5 à chacun des 3 critères => Note maximale possible est de 15.

  - Les notes doivent dépasser le seuil individuel ET le seuil global pour qu'une proposition puisse être prise en considération pour un financement dans les limites du budget disponible de l'appel.

- Les seuils s'appliquent à chacun des critères et à la note totale. Le seuil par défaut pour chaque critère est de 3 et le seuil global par défaut est de 10 (sauf indication contraire dans le WP).

  - Pour la première étape d'une évaluation en deux étapes, sont uniquement évalués les critères Excellence et Impact. Le seuil pour chacun de ces deux critères est de 4. Le niveau du seuil global sera fixé de manière à ce que le budget total demandé pour les propositions admises à l'étape 2 soit aussi proche que possible de trois fois le budget disponible, et pas moins de deux fois et demie le budget disponible.

Propositions avec des notes identiques

Pour chaque groupe de propositions ayant la même note, en commençant par le groupe ayant la note la plus élevée et en continuant par ordre décroissant :

1. Les propositions qui abordent des **aspects de l'appel qui n'ont pas été couverts** par d'autres propositions mieux classées seront considérées comme ayant la plus haute priorité.

2. Les propositions identifiées au point 1), le cas échéant, seront elles-mêmes classées par ordre de priorité en fonction des **notes** qui leur ont été attribuées pour l'"Excellence". Lorsque ces notes sont égales, la priorité sera accordée aux notes d'"Impact". Dans le cas des "actions d'innovation", la priorité sera donnée à la note d'"Impact", puis à celle d'"Excellence".

3. Si nécessaire, **l'équilibre entre les genres** parmi le personnel nommé dans la proposition qui sera principalement responsable de la réalisation des activités de recherche et/ou d'innovation, et qui figure dans le tableau des chercheurs de la proposition, sera utilisé comme facteur de priorisation.

4. Si nécessaire, toute autre priorisation sera basée sur la **diversité géographique**, définie comme le nombre d'États membres ou de pays associés représentés dans la proposition, ne recevant pas par ailleurs des fonds de projets situés plus haut dans la liste de classement (et si le nombre est égal, alors par le budget).

5. Si une distinction ne peut toujours pas être faite, le jury peut décider d'établir d'autres priorités en considérant **d'autres facteurs** liés aux objectifs de l'appel, ou à Horizon Europe en général. Il peut s'agir, par exemple, d'améliorer la qualité du portefeuille de projets grâce à des synergies entre les projets ou, lorsque cela est pertinent et possible, d'impliquer des PME.

Interprétation des notes

0 : La proposition **ne répond pas** au critère ou ne peut être évaluée en raison d'informations manquantes ou incomplètes.

1 : **Médiocre**. Le critère est insuffisamment pris en compte ou présente de graves faiblesses intrinsèques.

2 : **Passable** : la proposition répond globalement au critère, mais présente des faiblesses importantes.

3 : **Bon** : la proposition répond bien au critère, mais présente un certain nombre de lacunes.

4 : **Très bien**. La proposition répond très bien au critère, mais présente un petit nombre d'insuffisances.

5 : **Excellent**. La proposition aborde avec succès tous les aspects pertinents du critère. Les éventuelles lacunes sont mineures.

Analyses d'ESR des calls 2021 - Cluster 4 - Destinations 1 & 2

Les sous-critères de l'Excellence

- La clarté et la pertinence des objectifs

- Le degré d'ambition du projet, le potentiel d'innovation, et jusqu'à quel point le projet va au-delà de l'état de l'art (ex : objectifs révolutionnaires, nouveaux concepts ou nouvelles approches)

- La crédibilité de l'approche méthodologique proposée, y compris la prise en compte d'une approche interdisciplinaire, de la dimension du genre et des pratiques de science ouverte

❖ *La clarté et la pertinence des objectifs*

Objectifs
- Objectives clearly formulated, ambitious, innovative
- Objectives timely and pertinent to the topic
- European Green Deal objectives appropriately taken into account
- Contribution of project outcome to existing challenges and benefits clearly explained
- Clearly describes 'use cases' (UC) 'technical objectives' and 'non-technical objectives'
- Objectives verifiable and linked to the UCs. Technical solutions implemented for each UC are very well focused and defined

KPI
- Clear and fully pertinent measurable manner proves they are achievable
- Specific, measurable, achievable, realistic, and timed KPIs
- Means of verification through quantified/qualified KPIs well elaborated

❖ *La clarté et la pertinence des objectifs*

Objectifs
- Proposal does not clarify what is the scope
- Specific objectives are not clearly presented, especially in quantitative terms
- Correspondence between objectives and targeted values and R&D areas as expected in the call are not always sufficiently explained and quantified
- Realistic achievement of the objectives, given the complexity of the work to be performed and the duration of the project, is not convincingly supported

KPI
- Only few objectives are measurable - Few generic KPIs
- KPIs are identified but not sufficiently quantified nor estimated so it cannot be assessed how achievable each objective is
- Not explain enough how KPIs are established

❖ *L'ambition du projet*

Etat de l'art
- Current TRL of these technologies is convincingly defined
- Analysis is complete and up to date
- State of the art proves solutions will be very innovative
- Excellently leveraging on previous work carried out by other EU funded projects
- Technologies clearly defined with adequate description of state-of-the-art
- Existing state-of-the-art very clear, potential to go beyond the state of the art is good

Potentiel d'innovation
- Ambitious
- Novel concepts and approaches
- Sufficient level of innovation
- R&I maturity of the project is in line with the call
- Innovation content of the proposal is very good

❖ *L'ambition du projet*

Etat de l'art

- The state of the art is not complete - lacks sufficient details - generic statements and without sufficient references
- Proposal lacks a clear elaboration on the state-of-the-art from the global perspective,
- Existence of high TRL in relevant fields has been overlooked

TRL

- Not fully in line with the TRL requirements of the call topic
- TRL not mentioned very clearly
- The indicated starting TRLs of some core activities are only broadly outlined without sufficient substantiated support
- Proposal lacks providing sufficient detailed explanation on how it will perform TRL 5 by the end of the lifetime of the project, the technological developments are not discussed with enough details.

❖ *L'ambition du projet*

Potentiel d'innovation
- Technological innovation does not move significantly beyond the state of the art
- Proposed innovations for the value chain are not convincingly presented
- Concepts, models and assumptions insufficiently demonstrated with adequate data and therefore its credibility is unsatisfactory
- Identification of suitable technologies and their targeted improvements not clearly addressed
- Foreseen technology is only described in a general way, the difference to the current state of the art is not convincing.
- Techno-economic feasibility of the proposed approach on industrial scale is insufficiently quantified
- Use cases : Two industrial sites well selected but their descriptions are insufficiently elaborated

❖ *Methodology & Demonstration*

Méthodologie proposée
- Proposed work is well shaped and forms a logical sequence of activities clearly leading to reach the goals of the project
- Clear, well explained and credible, appropriate to reach the objectives
- Consistent with the expected outcome
- Positively aims to increase TRL and extend existing assets up to a TRL fully aligned with call request
- Pathway properly presented through quantified pilots and scenarios

Démonstration
- Demonstrations are properly planned
- Access to a demonstration phase in Japan is excellent
- Pilots clearly detailed and their location justified
- Targeted use cases very well presented

❖ *Methodology & Demonstration*

Méthodologie proposée
- Methodology is lacking some concreteness; it fails to describe clear
- Approach is not sufficiently substantiated with adequate data so its credibility is unsatisfactory
- Work to be performed in each pilot case are not clearly articulated
- Not clear how the regulations will be embedded
- Different ways given to overcome challenges are only generically described
- The proposal does not sufficiently address all stages of the cycle, as required by the call topic
- Not convincingly demonstrate in its methodology how the 100% result will be achieved
- Proposal's approach to target the industrial value-chain description is too narrow, namely key areas to be addressed are not specific enough
- Techno-economic feasibility of the proposed approach on industrial scale is insufficiently quantified
- Reasons behind the selection of the four demonstrators not specified
- Some specific cases and technology selection not sufficiently well integrated in the overall process

Interdisciplinarité
- Good interdisciplinary approach, precisely specified, good mix of disciplines
- Stakeholders involvement is a priority from the start of the project
- Engagement of civil society and textile consumers are convincingly described
- Well built on previously funded projects to exploit related results and lessons learned
- Involvement of Japan is credible and beneficial
- Good explanation of how expertise and methods from different disciplines are brought together and integrated in pursuit of the objectives

Interdisciplinarité
- Proposal briefly mentions a relationship with another funded project but does not explain
- Unclear how the project will engage users in the validation process
- Cross-sectorial and cross-cutting solutions are clear, but exchange between sectors is insufficiently illustrated
- Insufficiently addresses the aspects of end-user and citizens' engagement
- Mechanism to activate the cooperation within these different networks is not sufficiently addressed
- Harmonisation between industrial sectors not appropriately discussed
- Engagement of industries, end users and citizens is not a specific project target
- Multiple disciplines, but coherence of the overall picture not completely clear

Data management / Points forts

- Comprehensive data management plan, well addressed
- Open science practices large and adequately considered and compatible
- Open science policies well supported by the action
- Open science and open data concerns are properly addressed.
- Open access strategy is very well structured and argued, with reference to a proper data management structure

Data management / Points faibles

- Proposal does not adequately address the learning issues
- Data management is not sufficiently elaborated

Genre / Points forts

- Gender dimension properly considered, fully addressed
- Appropriate consideration of the gender dimension, including gender perception, gender roles acceptance, behavior of stakeholders and workers, women representation

Genre/ Points faibles

- Gender dimension is not explained
- Gender dimension is not directly involved in the research work
- Gender dimension is mentioned but has not received a special emphasis
- No quantitative data on the gender-related advances to be achieved

Les sous-critères de l'Impact

- La manière dont le projet répond aux objectifs et impacts spécifiés dans le programme de travail ;

- L'échelle et l'importance des contributions et impacts attendus du projet ;

- La qualité des mesures visant à maximiser l'impact du projet, telles que prévues dans le plan d'exploitation et de diffusion des résultats, y compris les activités de communication.

❖ *Manière dont le projet répond aux objectifs et impacts spécifiés dans le programme de travail*

- Proposal describes the expected outcomes and impacts and aligns them with the ones mentioned in the WP in a good final overview ; can be considerable ; are convincing
- Pathways to achieve outcomes and impacts well described
- Pathways to achieve all expected outcomes of the topic, are clear and credible
- Very well addressed and intensively discussed with mitigation measures proposed
- Significant contribution to all expected outcomes required
- Markets considered are significant and in line with call expectation
- Overall contribution well presented, correspond to general expectations towards thematic priorities

❖ *Manière dont le projet répond aux objectifs et impacts spécifiés dans le programme de travail*

- There are challenges relating to the proposal's which are only stated in very general terms
- Several of the required impacts from the Call are illustrated with a very limited description
- Scalability of how expected outcomes will be achieved is not described in detail
- Pathways to the expected outcomes and impacts specified in the work programme are not convincingly illustrated & poorly quantified
- Not convincing in addressing the wider impacts as specified in the relevant destination of the work programme

❖ *Echelle et importance des contributions et impacts attendus du projet*

- Clear analysis of the existing barriers and obstacles & credible approach to overpass them
- Properly described, well-structured and comprehensive
- Analysis is credible, since it is underlined with facts and figures, while baselines values are presented, and detailed metrics are convincing
- Very good description, supported by a relevant number of measurable indicators, of how it would contribute to the expected outcomes and impacts
- Proposal can credibly provide new business models via the solutions developed
- Logical steps to be taken towards achieving those impacts adequately described.
- Value chain is convincingly explained
- Measures to maximize impact are sufficiently explained
- Sufficient list of potential impact indicators, which are properly grouped
- Demonstration activities are clear and comprehensive, with descriptive figures
- Quantitative economic data and production estimates to support the expected impacts
- The employment of disabled people is a socially inclusive solution and has a positive social impact
- Good scale and contribution to the SMEs

❖ *Echelle et importance des contributions et impacts attendus du projet*

- Target figures of the planned impacts are ambitious but not fully supported by well-defined baselines
- Expected outcomes are well described, but the credibility of the targeted time savings is low
- Described project are formulated too generically and insufficiently quantified
- Performance indicators for outcomes and impacts are not sufficiently described/quantified
- Proposed actions are not enough targeted to be implemented after the end of the project
- Obstacles and barriers to achieve impacts and measures to overcome them are recognized but could be more specific
- Potential obstacles and the requirement as well as necessary actions to reaching higher TRLs are not sufficiently addressed
- Potential barriers to expected outcomes and impacts & mitigation measures are identified, but the management of possible negative results in up-scaling is not properly described
- Proposal does not address all value chains, expected outcomes cannot be fully achieved
- Engagement of external actors necessary to realize action goal insufficiently justified
- Focus appears somewhat narrow, all figures are explained in detail
- Activities are presented as a joint action, which makes the assessment difficult. It is also not clear which measures are placed in the context of different target groups
- SMEs as the main target group not fully presented
- It is not fully convincing that the technology developed by the proposal could effectively compete with existing technologies.

❖ *Qualité des mesures visant à maximiser l'impact du projet, telles que prévues dans le plan d'exploitation et de diffusion des résultats, y compris les activités de communication*

- Intellectual Property Rights are well covered / convincing / described in detail
- Dissemination strategy is well balanced and of high quality (adapted to main target groups and stakeholders, industry, scientific community and general public)
- Dissemination plan metrics and targets provided are specific and measurable / clearly presents planned activities and their timing
- Dissemination and communication with very specific and detailed KPIs (list of actions needed to achieve exploitation and key obstacles to exploitation)
- Dissemination and exploitation plan, including communication activities is vast but adequate to the complexity of the project and the size of the consortium and clear responsibilities of partners
- Efficient measures to disseminate project results (right mix of academic and industrial audiences)
- Different type of dissemination and communication activities suited to different audiences identified and quantified appropriately (incl. on-site demonstrators).
- Robustness/credibility of communication plan : adequate set of diversified measures and quantitive KPIs.
- Standardization is sufficiently addressed within the proposal / communication activities towards standardization bodies planned
- Preliminary individual exploitation plan of very high quality : list in detail each partner's exploitation strategy and key exploitable results
- Business case is quite clear and coherent / is sufficiently explored and evaluated
- Exploitation plan sets the frame of actions towards commercialization / Strategy for future scale-up is sufficiently presented
- Specific plans for education and training are provided.
- Clustering with other projects is properly considered

❖ *Qualité des mesures visant à maximiser l'impact du projet, telles que prévues dans le plan d'exploitation et de diffusion des résultats, y compris les activités de communication*

- Communication plan is too generic: it includes general measures not tailored to the target groups
- The scalability and replicability of some of the key technologies proposed are rather unclear
- The strategy for medium/long term exploitation of the technology is not convincing ; the business plan described in the proposal is not sufficiently elaborated or solid.
- Development of business cases for the industrial partners involved, is not sufficiently specified and will be only addressed during the project execution ; Financial sustainability after the Horizon Europe funding is not adequately detailed
- Preliminary business plan appears to be very general with limited information of potential benefits for each partner
- Expected project revenues are optimistic without clear justification and the impact to industrial partners through indicative business cases is not adequately discussed ; Economic feasibility not very convincing
- Business case is not sufficiently clearly presented, the economic indicators supporting economic viability of the project are not appropriately presented
- Specific information on potential market size is missing ; channels for commercialization are not convincing.
- Strategy for the management of the background IP of partners and agreement for patent/licensing needs are not clearly presented
- Dissemination plan is detached, and not significantly supporting exploitation
- Creation of jobs hasn't been supported by any valid proof or calculation

Les sous-critères de la mise en œuvre

- Qualité et efficience de la mise en œuvre

- La cohérence et efficacité du plan de travail (Work plan), de l'évaluation des risques et l'adéquation de la répartition des tâches et ressources

- Les compétences et expériences de chaque participant, leur complémentarité, ainsi que la qualité du consortium dans son ensemble.

❖ ***Cohérence et efficacité du plan de travail (Work plan),*** *de l'évaluation des risques et l'adéquation de la répartition des tâches et ressources ½*

General structure of the workplan
- It is adequate to the scale and complexity of the project ;
- It follows a logical structure, with dependencies between proposal phases and work packages, efficient to reach project goals.
- There are inter-linkages between workpackages, which are outlined and well defined.
- work packages are well structured regarding scope and timing, with a clear identification of responsibilities
- The structuration facilitates the comprehension of the activities that will be carried out.
- The number of work packages is proportioned and supports a lean management

Good explanation of each Workpackage
- They give a clear, detailed level of information on: objectives, identification of responsibilities, scope of planned work
- They realistically underpin the ambitions and expected outcomes
- feasible to be fully executed in the proposed timeframe
- Quantified measures suitable for progress monitoring.

Deliverables and milestones
- Their timing is addressed in a logic way.
- They are well aligned to WP objectives
- They are ambitious, quantified, and with a range of formats (prototypes, configuration tests, results reports) ;

- *For cascade funding mechanism* : the general structure of the voucher scheme is well planned.

❖ ***Cohérence et efficacité du plan de travail (Work plan),*** *de l'évaluation des risques et l'adéquation de la répartition des tâches et ressources 1/2*

Workplan and workpackages
- The work plan is too complex and not convincing, its structure is not logical
- Work packages are not described in sufficient detail and fully justified regarding : allocation of resources, activities
- The work packages are not sufficiently interlinked
- Approach to success is not adequately explained and not supported correctly by the timing of work packages
- There are unclear technical issues arising from the task activities
- Each task has a very short duration
- The real demonstration tasks are planned quite late in the project, and there is no feedback loop from the demonstration to allow for the improvements of the technical solutions developed ;
- Distribution of management activities among partners is not sufficiently described

Deliverables and Milestones
- There are too many confidential deliverables vs public nature
- The number of Milestones and deliverables is not sufficient for the high ambition and complexity of the proposal ;
- When they are planned only at the very end of the project, it limits the possibility of taking potential corrective actions if they are not achieved ;

❖ *Cohérence et efficacité du plan de travail (Work plan), de **l'évaluation des risques et l'adéquation de la répartition des tâches et ressources 2/2***

Allocation of ressources and efforts
- Resources are fully balanced and reflects roles and activities of the partners in the proposal
- They are appropriate to the planned work and justified.
- Coherent with the specific competencies of partners and demonstrates their strong contribution

Critical risks and mitigation plan
- Critical risks are appropriately identified and sufficiently outlined
- The mitigation measures are convincing and appropriate, they answer each concern

Availability and access to critical infrastructure
- credibly described and secured in the consortium

❖ *Cohérence et efficacité du plan de travail (Work plan), de **l'évaluation des risques et l'adéquation de la répartition des tâches et ressources 2/2***

Allocation of ressources and efforts :
- Person months are not fully balanced across the consortium : e.g. a single partner takes most of the efforts in one WP, some participants have a very small contribution for the WPs…
- They do not reflect a strong commitment of partners / valid role : e.g. participation in some WPs is not substantiated, significant and essential parts of the project proposal allocated to subcontracting ;
- They do not reflect roles and activities of the partners : e.g. leadership of a software dev. WP not taken by the software company which has high allocated resources,
- Person months have been miscalculated
- Resources are not sufficiently described or not clearly justified, in particular subcontracting
- Partners not receiving EU funding : insufficient description of how they will be funded; their participation, role and responsibilities

Critical risks and mitigation plan:
- Overall risk management has been insufficiently considered and is too generic
- Not all risks have been identified, correctly analysed and addressed : technical risks, non-technical risks, management oriented risks, competitor analysis, (for some projects political and governance risks)
- Proposed mitigation measures are not clear enough and not substantiated, they are too generic, too qualitative vs sufficiently quantified

❖ *Compétences et expériences de chaque participant, complémentarité et qualité du consortium dans son ensemble.*

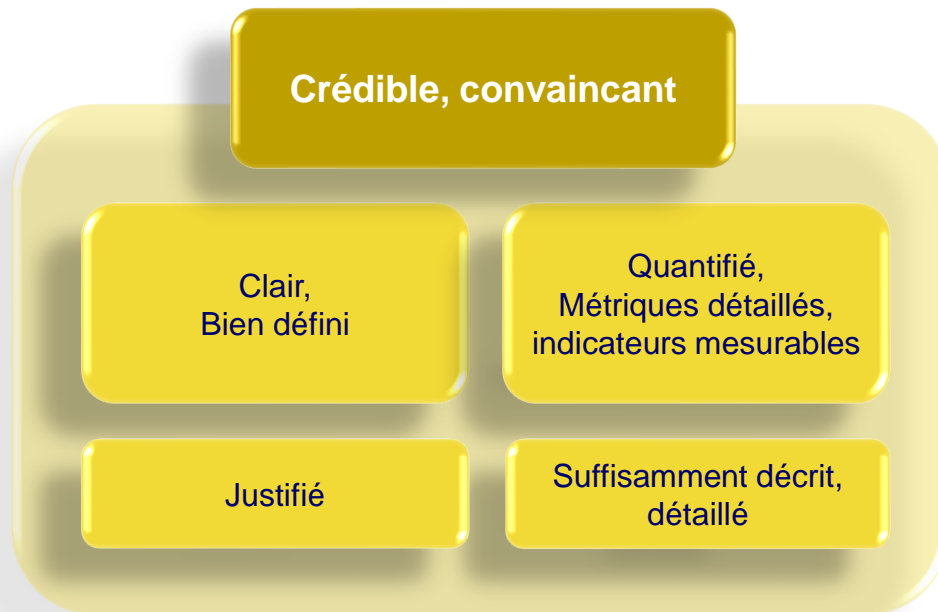**Remarques générales au sujet du consortium**
- The description of partner's competencies and experience is robust. It demonstrates the expertise needed to achieve project goals
- Partners have the necessary skills/experience to undertake proposed work.
- Partners are complementary, there is a very good balance between the different disciplines and skills.
- All participants have valid roles

Remarques spécifiques sur les acteurs industriels et les chaîne de Valeur
It is important to prove the industrial dimension of the project, the strong potential for exploitation of the results / transfer of knowledge ; the further replicability and transferability of the developed technologies.
To this aim, experts highlight when the consortium :
- includes a strong number of industrial partners, potentially from different sectors of the industry
- covers the entire value chain reflecting the call expectations
- Shows a commitment of SMEs reflecting the call expectations
- Includes complementary partners : public, finance and commercial actors (when relevant to call expectations)

❖ *Compétences et expériences de chaque participant, complémentarité et qualité du consortium dans son ensemble*

- The consortium is not complete : e.g. industrial involvement, SME's participation, specific competencies required by the call, …
- There is no evidence of relevant industrial/commercial involvement to ensure exploitation of the results
- Partners do not provide sufficient information on: their infrastructure / previous experience of persons involved
- The link between the skills of each partner, and how this relates to their role in each WP is not clear enough
- It is not clear enough how the task/WP lead will coordinate the work of all the remaining partners

Crédible, convaincant

Ambitieux   **ET**

Clair,
Bien défini

Quantifié,
Métriques détaillés,
indicateurs mesurables

Justifié

Suffisamment décrit,
détaillé

Experts auprès de la Commission européenne

- https://www.horizon-europe.gouv.fr/experts

Devenez expert évaluateur Horizon Europe auprès de la Commission européenne

Postes d'experts nationaux détachés (END) dans les domaines de la recherche et de l'innovation

Rejoignez les groupes d'experts thématiques de la CE

Les ressources utiles

- Devenir experts auprès de la Commission européenne https://www.horizon-europe.gouv.fr/experts

- Briefing des experts-évaluateurs : Lien

- Description des critères d'évaluation pour chaque type d'actions (RIA, IA, CSA etc.) est disponible dans les annexes générales au programme de travail (General Conditions, D. Award criteria).

- Webinaire du PCN Juridique et financier sur le plan d'égalité des genres dans Horizon Europe Lien

- Webinaire du PCN Juridique et financier dédié à l'évaluation à l'aveugle dans Horizon Europe Lien

- Le mini-site du PCN « Ressources juridiques et financières » & La fiche pratique du PCN juridique et financier sur l'évaluation

- Le mini-site du PCN « Industrie »

- Contacts du réseau des Points de contact national HE

- Le portail français d'Horizon Europe : www.horizon-europe.gouv.fr

Retour d'expérience de la part d'expert-évaluateur

- Régis Decorme, Responsable de la branche française de R2M Solution

R2M Solution

Founded	People	Offices	Research	Funds raised	First time EU
2012	**100**	**9**	**89**	**423 M**	**39**
	5 branches	4 countries	R&D projects	Total R&D Portfolio	Organizations

Our Branches
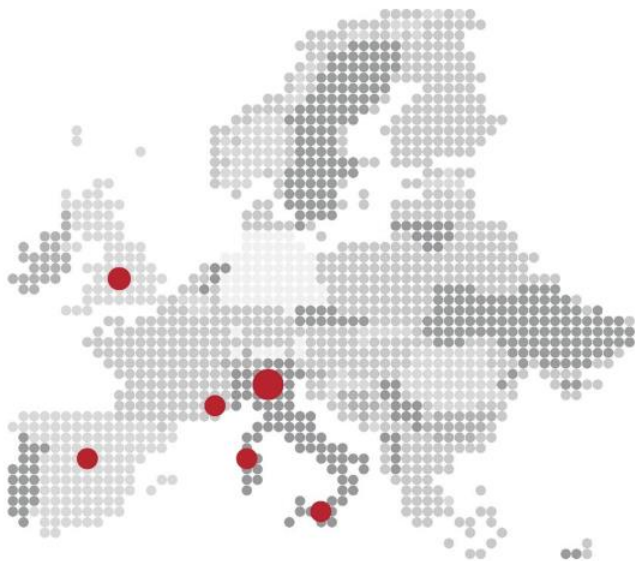
Italy
R2M Solution S.r.l.
via F.lli Cuzio 42
27100 pavia, Italy
P.IVA: IT04998380879

France
R2M Solution SAS
Les Galeries de Beaumon
06330 Roquefort-les-Pins, France
VAT: FR11828579367

Spain
R2M Solution Spain, S.L.
Calle Villablanca 85
28032 Madrid, España
VAT: ES B87348470

United Kingdom
R2M Solution ltd.
Flat 4, 74 Holland Park
London, W11 3SL
VAT: GB259731081

Our Journey

Innovation

Innovative Products & Services

Real Estate
Digitalization
Sustainability
Smart Grid and Local Energy
Communities
(R2M Energy - ESCO)
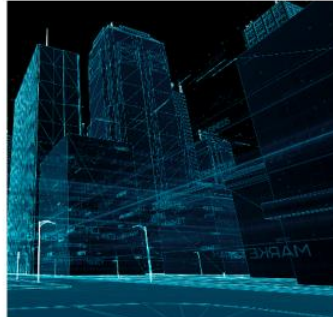
Sustainability Consulting

Our EU research portfolio

Ongoing Projects

All   AI / Machine Learning   BIM / Digital Construction   Biofuels   Building Integrated Photovoltaics (BIPV)   Deep Renovation   Demand Response

Digital Platform   Energy Efficiency & Management   Geoscience   Heating and Cooling / Indoor Climate   Renewable Energy   Robotics   Smart Buildings

Smart Cities   Smart Grid

Disclaimer

1.Evaluators have very limited time to conduct evaluations

- Evaluators don't know in advance how many proposals they will have to evaluate
- Sometimes, it can be a lot. Deadline is really short to complete the IERs.
- It's hard to submit a proposal in time. We appreciate that the evaluation is fast to come back (max. 5 months, often less than this) = there is the same time pressure on evaluators.

2. You should try to facilitate the job of the evaluator (who then will like better your proposal)

happy

☐→ **1. Follow the proposal template**
☐→ **2. Adhere to the call text**

We all have this in mind when we start writing a proposal… but then sadly, we often forget these 2 key principles along the way !

3. This is how it looks for evaluators when they have to write an IER

- One or several bullet points to comment on, <u>for each sentence of the call text</u>
- For each bullet point, evaluators can't put generic comments like: *"The concept is not sound"*. Instead they must write *"The concept is not sound because (...)"* and add a very precise / substantiated justification from the proposal.
- In a way, the evaluation is rather "mechanical". This is also why when you receive it, it may give you the feeling that it was written by a robot 🤖

Typical formulation in ESRs: *"(...) are not sufficiently substantiated to be credible" ; "the proposal does not fully substantiate how (...)"*

IER checklist

This checklist aims to help you ensure that you have assessed all aspects of the proposals against the call <u>text</u> and you have placed your assessment in the most appropriate sub-criterion. The call text remains the definitive text on matters related to interpretation.

You **must assess the following points.** This includes writing a statement on each point, ideally <u>in the order in this list</u> (this is a considerable help for the rapporteurs when drafting the consensus report):

(…)

Soundness of the concept, and credibility of the proposed methodology

- Comment on the soundness of the concept – "it is sound"; "it is not sound" and explain your judgement.
- Comment on the analysis of the local case presented in the proposal and proposed to develop solutions and tools for the optimisation of ▓▓▓▓▓▓▓▓
- Comment on involvement of local consumers ▓▓▓▓▓▓▓▓▓▓▓▓▓▓ and commercial buildings in the project from the start.
- Comment if proposal includes international cooperation with India and the nature of this cooperation.
- Comment, with evidence/justification from the proposal, on the extent to which the methodology is credible.
- Comment on the ad-hoc indicators included to measure the progress against specific objectives.

(…)

CRITERION 3

Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and <u>deliverables</u>

- Comment on whether a task on the analysis of obstacles to innovation under the current context is included **and** whether coordination on policy relevant issues with similar EU-funded projects through the BRIDGE initiative is envisaged.
- Comment on whether the budget recommended for the research work associated with obstacles to innovation and budget for the coordination effort is envisaged.

(…)

4. Evaluators' mindset

- Especially when there are a lot of proposals to evaluate, it's really about "*killing proposals*" (i.e. let's find a significant weakness somewhere), rather than catching the good ones at the beginning !

(again the time pressure)

GOOD
REASONS
TO KILL
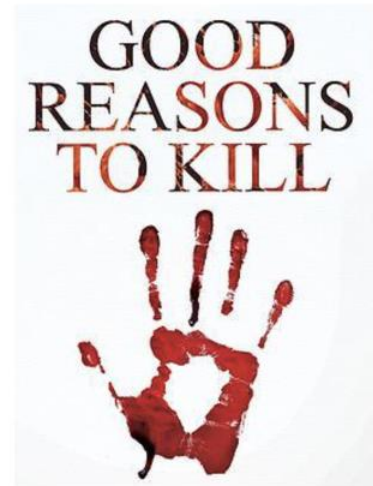
5. Easy mistakes

- **TRLs !** (and generally speaking, be careful about <u>anything quantitative</u> in the call text)

- **Subcontracting** (& purchase costs): lower or avoid this as much as you can. Ideally stay under the 15% threshold (= no justification)

*"Activities are expected to achieve **TRL 5** by the end of the project"*

=> you won't score better if you claim TRL6 ! (Instead, you will be disqualified !)

HORIZON Proposals evaluation

R2M Solution

6. How to make sure you adhere to the call text

- Go through the call text sentence by sentence. Close to the submission, make sure the most important keywords and concepts are also in your proposal.
- Some evaluators will do the same when reviewing your proposal (I do the same…)
- Therefore, **use the exact same words** as the call text ! (i.e. do not use synonyms because you think it sounds "smarter". Instead it only complicates life of the evaluators…)
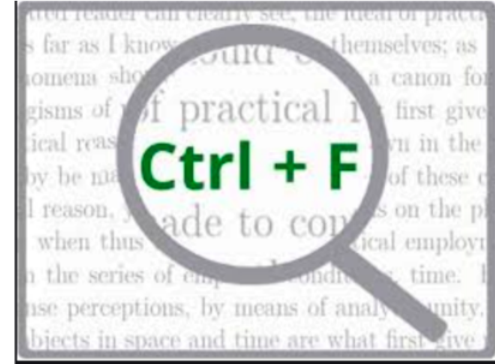
7. My overall feeling about the evaluation process

● Extremely well thought
● Professionalism, transparency and fairness of the overall process

(= it is almost impossible to give a bad score to a proposal even if there would be your strongest enemy in the consortium ! This would not happen anyway, because of the very careful check of potential Conflict of Interests by the EC)

Merci

www.r2msolution.com

regis.decorme@r2msolution.com

in /r2m-solution

@R2MSolution

L'équipe du PCN Industrie

Hélène Ulmer-Tuffigo
Représentante au comité de programme
Coordinatrice du PCN

Julie Rafton-Jolivet

Marie-Christine Dssouli-Lagel

Mathilde Bruyère

Contact

Mail : pcn-industrie@recherche.gouv.fr
Linked'In : www.linkedin.com/company/pcn-industrie/
Twitter : HEUIndustrie!