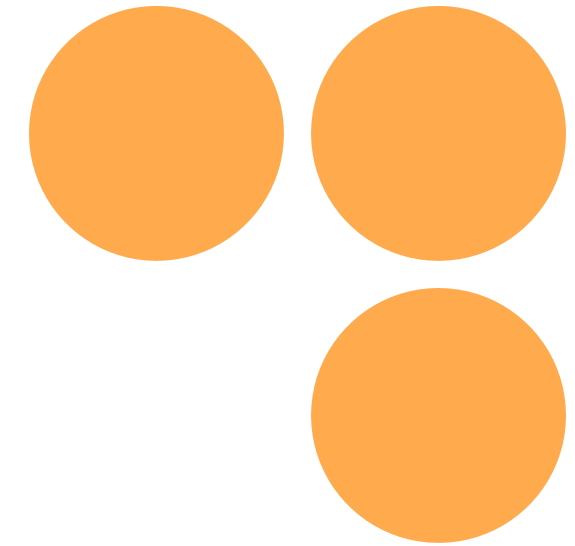


twinning towards  
research excellence  
in evidence-based planning  
and urban design



# Impact in EU funded projects

## University of Cyprus

### May 27, 2025

Valentina Romano

Head of Collaborative and Multidisciplinary Research Planning Division  
Research, Technology Transfer and Innovation Department  
Politecnico di Torino  
Italy



This project has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement No. 101078890



This project has received funding from the UK Research and Innovation (UKRI) under the UK government's Horizon Europe funding guarantee under grant numbers 10052856 and 10050784.

**TWIN2EXPAND**

TWIN2EXPAND is a project funded by Horizon Europe. It aims to enhance research capacities in evidence-based urban design and planning (EBDP) as a field of critical importance in the R&I of integrated approaches and technologies for effective spatial planning and sustainable urban governance.



Space Syntax



This project has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement No. 101078890



This project has received funding from the UK Research and Innovation (UKRI) under the UK government's Horizon Europe funding guarantee under grant numbers 10052856 and 10050784.

A black and white photograph of a narrow city street, likely in New York City, showing tall buildings with fire escapes. The image is used as a background for the text.

# Agenda

- ✓ The research project lifecycle
- ✓ EU Impact assessment
- ✓ Proposal writing & exercise
- ✓ Case study

# About me



2022-

Head of Collaborative Research  
Division  
Research, Technology Transfer and  
Innovation Department  
Politecnico di Torino  
**PRE AWARD-POLICY**

TWIN2EXPAND   
2022-

Impact manager training  
+ courses/conferences on  
Research Management

2013-22

Head of the Collaborative Projects  
Office - Research Dept  
Politecnico di Torino  
**PRE AWARD**

2018-22

Launch and coordination of the  
national network [Italian Research  
Managers](#)

2004- 13

EU Relations Office and Department of  
Automation and Computer Science-  
Politecnico di Torino  
**PRE E POST AWARD**

2020-

Professional Development and  
Recognition Committee  
(European Association of  
Research Managers &  
Administrator- EARMA)



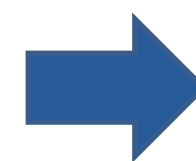
**Introduce yourself.**

**Do you have experience in writing  
the impact section of a project  
proposal?**

# Researcher's competences

[Research Comp](#) is a tool developed by the European Commission for Research managers:

- researchers assess and develop their own transversal skills
  - higher education institutions and training providers adapt their offer to researchers
  - employers to be aware of the wide set of competences of researchers
- 
- **7 competence areas** (cognitive abilities, doing research, managing research, managing research tools, **making an impact**, working with others, self-management)



## MAKING AN IMPACT



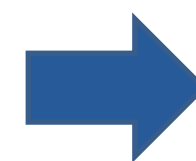
- Participate in the publication process
- Disseminate results to the research community
- Teach in academic or vocational contexts
- Communicate to the broad public
- Increase impact of science on policy & society
- Promote open innovation
- Promote the transfer of knowledge

# Research Manager's competences

[RM Comp](#) is a competence-based framework for Research Managers in the European Research Area (ERA).

It identifies key skills and competencies needed for effective research management and supports professional growth.

- **7 competence areas** (Cognitive Abilities/Personal Attributes, Technical Proficiency, Research Project Oversight, Stakeholder Engagement, Line Management and Talent Development, Communication, Subject Matter Expertise/Specialised Knowledge)



# THE RESEARCH PROJECT LIFECYCLE



# The project life cycle

TWIN2EXPAND 

1. Planning

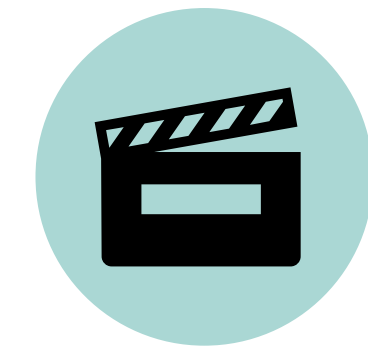
2. Proposal writing

3. Financing

4. Implementation and monitoring

5. Closing and control

6. Evaluation and Impact



# 1. Planning

Innovative idea! Responds to the needs of society

- ✓ Objectives
- ✓ Activities
- ✓ Project team
- ✓ Budget Estimate
- ✓ Timing
- ✓ Results
- ✓ Communication between stakeholders and funding bodies



## 2. Proposal writing



### Analysis

- Call
- Template
- Evaluation criteria



### Writing

- Scientific part
- Financial plan

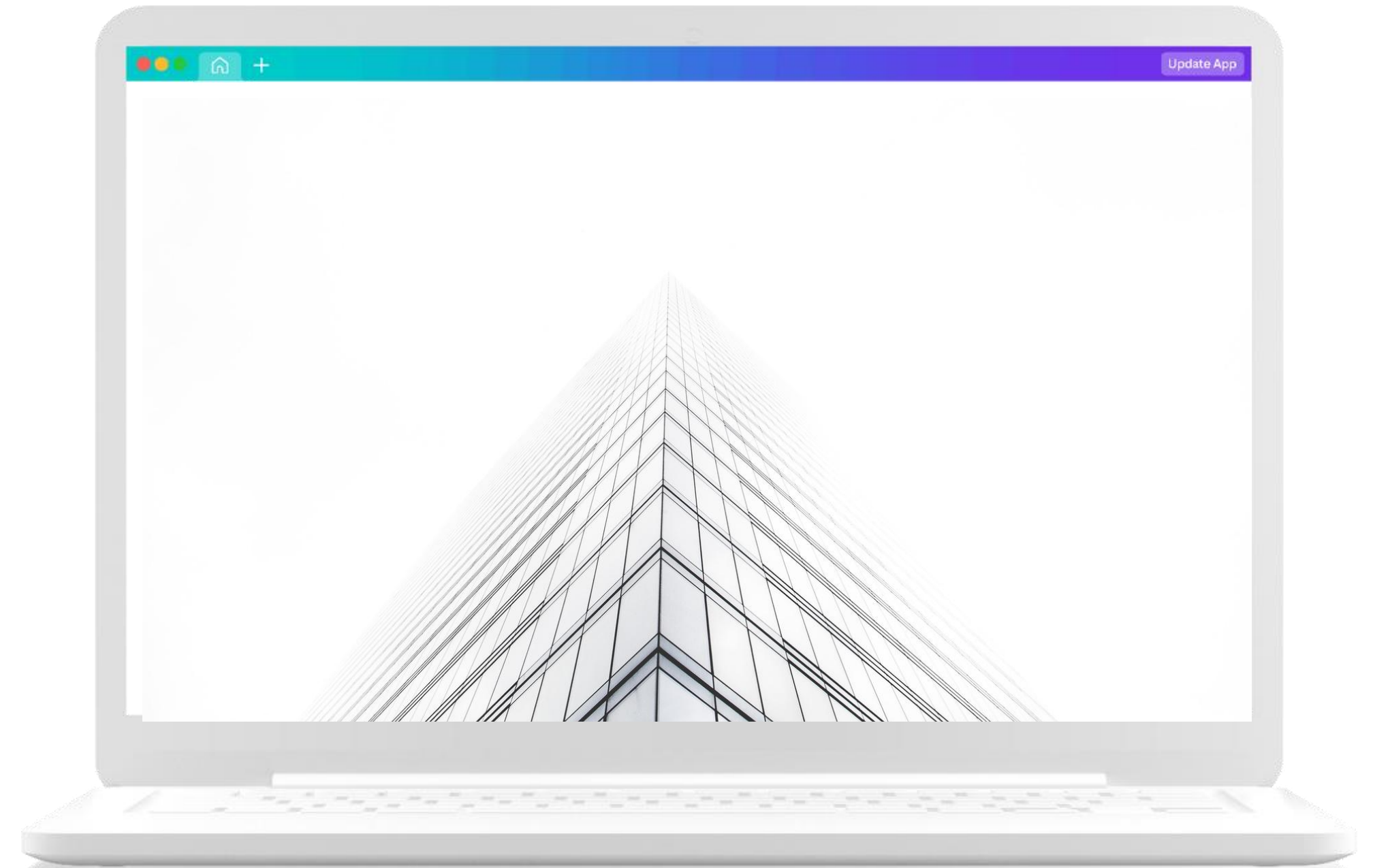


Submission to the funding agency

# 3. Financing



- ✓ Contract Signature
- ✓ Negotiation of Consortium Agreement –  
Non-disclosure Agreement,  
Memorandum of Understanding
- ✓ Start of activity: kick-off meeting with  
partners



## 4. Implementation and monitoring

- Implementation of planned activities
- Administrative management
- Time, cost and activity monitoring

Formalization of human resources

Use of instrumental resources

Consolidation of relationships with partners and funding bodies

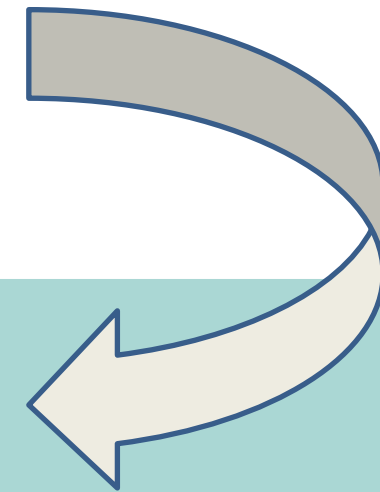
# 5. Closing and control



Project closure: conclusion of contractual obligations  
→ between the partnership and funding agency  
→ Among partner

Effects that continue beyond the end of the Contract:

- Confidentiality (Supplemental Agreements)
- availability of financial documentation
- scientific documentation and any demonstrators, prototypes
- Communication of results to the society
- dissemination of results among stakeholders and research communities
- audit (internal, level I and II)

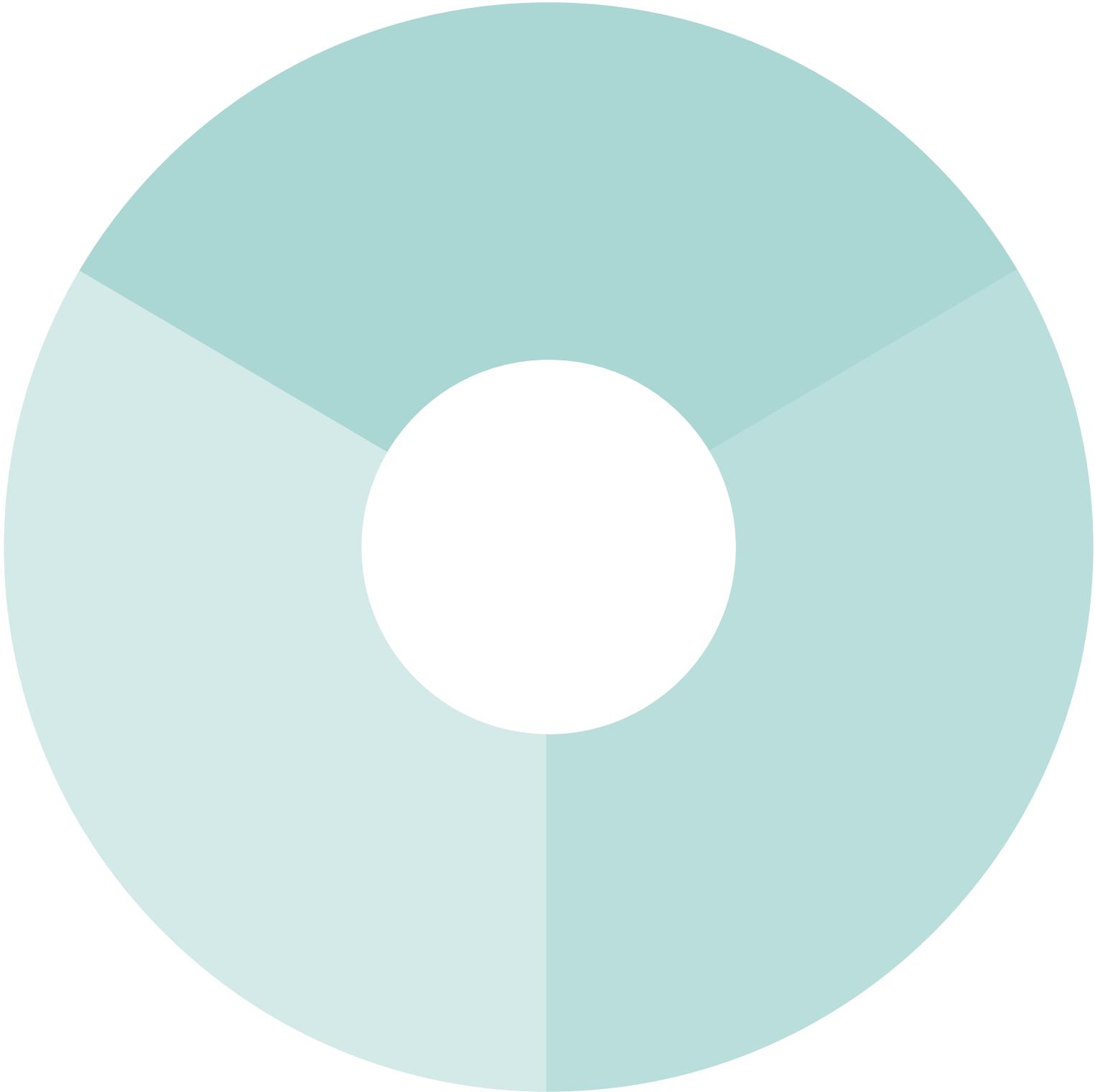


# 6. Evaluation and impact



End of the project: approval of processes and achieved results

KEY EXPLOITABLE  
RESULTS



OUTCOMES

IMPACTS

# EU IMPACT ASSESSMENT



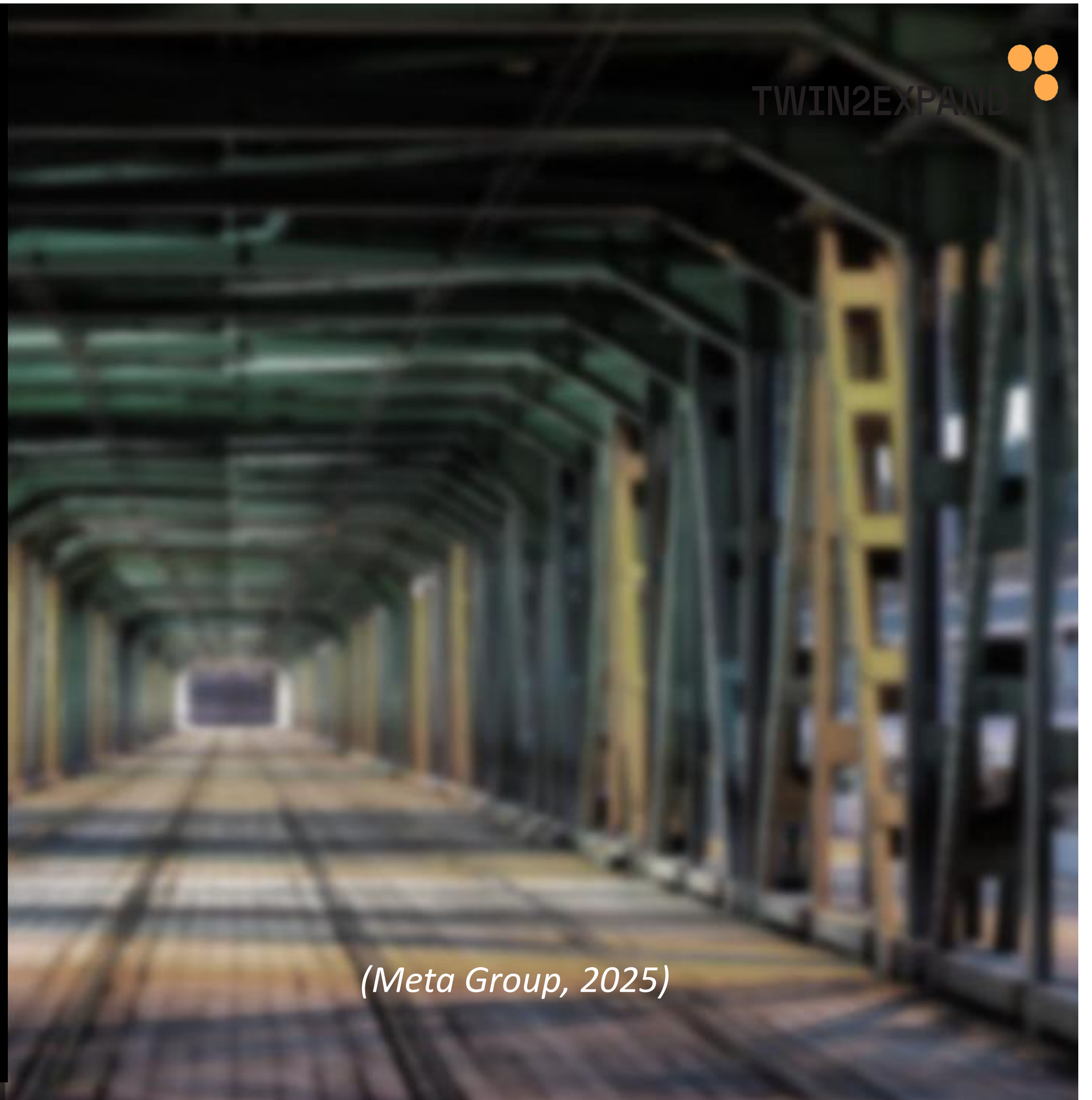
**From research to impact:  
the challenge of transforming  
innovation into benefits.**

**Innovation and impact are the  
keys to realizing the social,  
economic and scientific value of  
public investment by  
transforming it into benefits for  
society.**

**This transformation is possible  
thanks to the use of results and  
is enabled by valorisation and  
dissemination activities.**

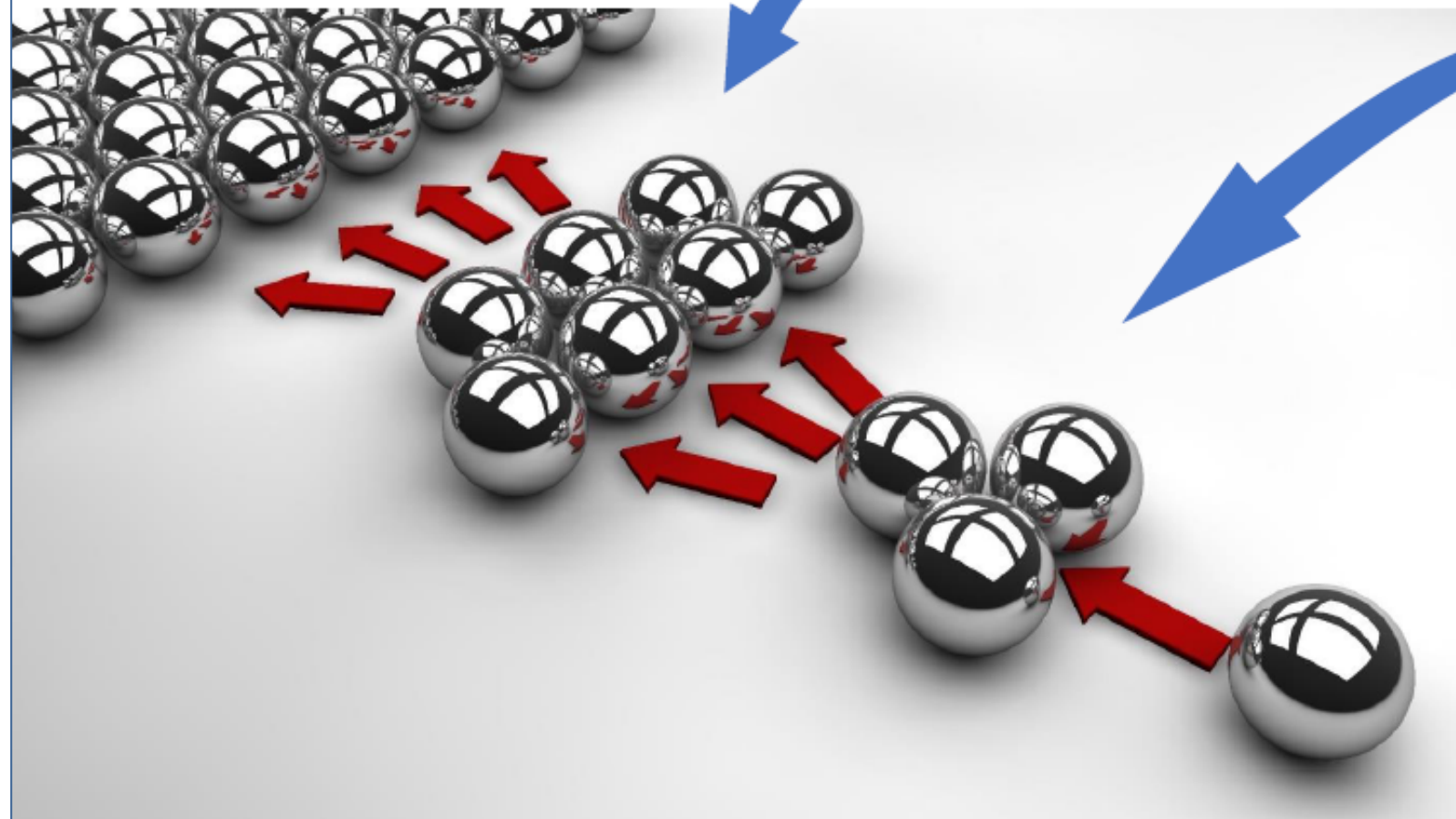
TWIN2EXPAND 

*(Meta Group, 2025)*



## Pathway to impact

**Impact:** tangible long-term benefits on society (including environment), economy, science → it is enabled by the outcome



**Outcome:** expected effect in the short to medium term deriving from the use of the result thanks to dissemination and exploitation activities (adoption of the research result by a target group). An outcome is generally generated during or immediately after the conclusion of the research activities.

**Output:** the key exploitable result (KER) obtained thanks to the research activity carried out that can be used/adopted by those who develop it and/or by others

# What should you know when you start thinking about impact of an EU proposal?

Strategic objectives/ Mission/  
Strategic plan of the funding  
body

Expected impacts identified by  
the funding body



# How does Europe monitor the impact of research?

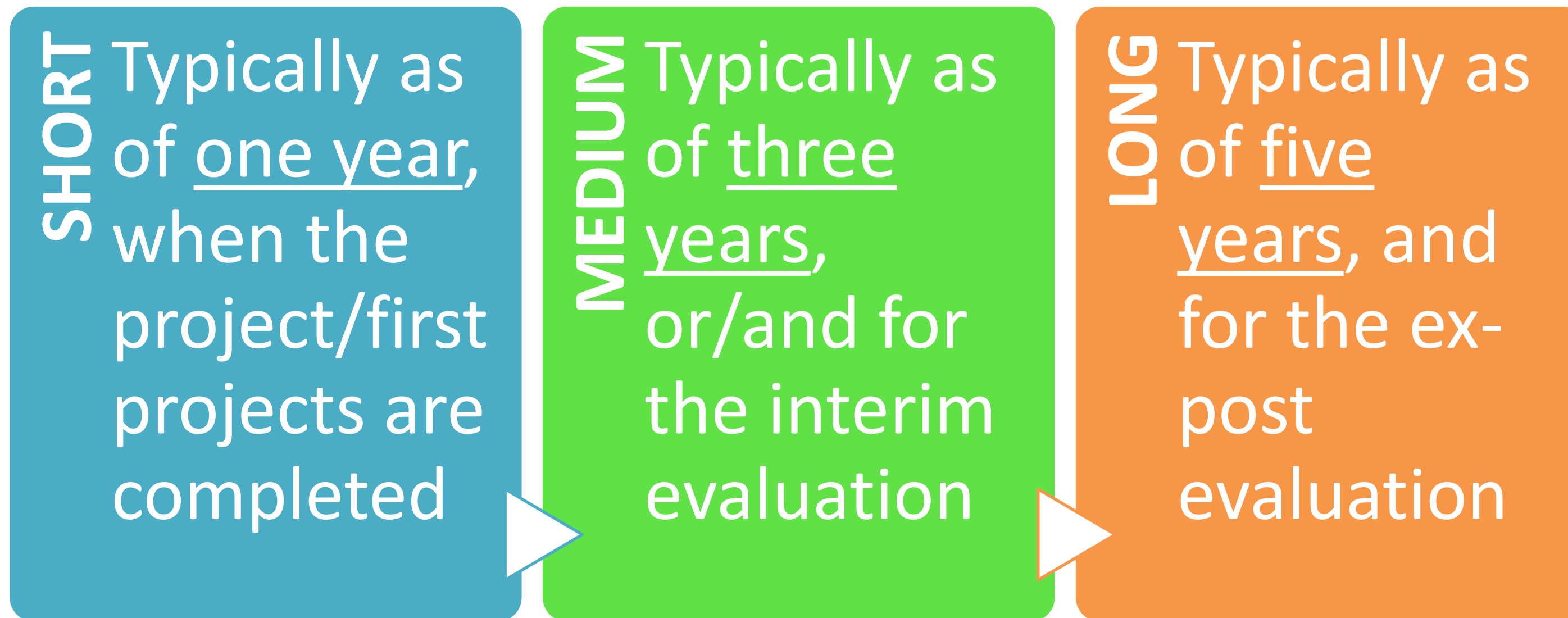
## Programme level

- EC Annual management and performance Report
- Monitoring Key Impact Pathways
- Management & Implementation Data
- Interim and ex-post evaluation impact assessment

## Project level

- Proposal writing: impact pathways
- Financing: negotiation of agreements between partners
- Implementation and monitoring: activities and KPIs

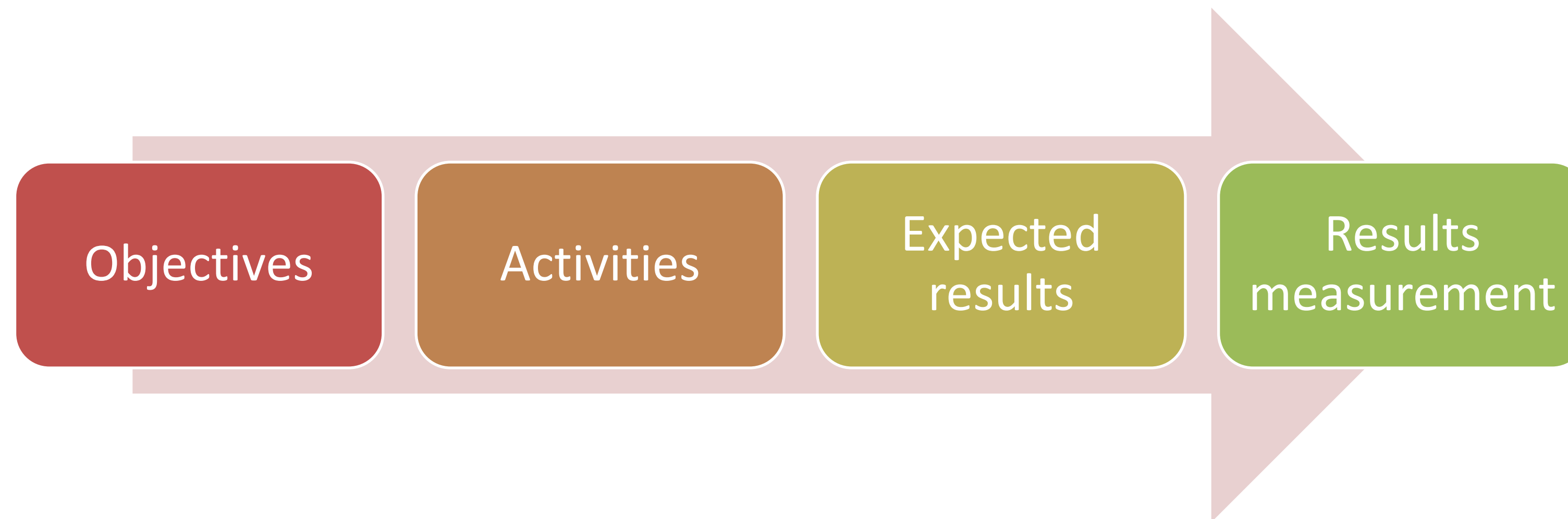
# What is the timing of impact monitoring?



Source: Article 50 & Annex V 'Time-bound indicators to report on an annual basis on progress of the Programme towards the achievement of the objectives referred to in Article 3 and set in Annex V along impact pathways'

# Tools to measure impact

Key performance indicator: a set of quantifiable measures used by organizations to evaluate their performance over time



# E.g. at program level

The Commission is committed to presenting accurate, reliable and understandable performance information relating to EU spending programmes: annex to the Annual Management and Performance Report contains the programme performance statements  
KPI methodology: selection of indicators → definition of baseline → definition of target

Programme: Implementation and exploration of European satellite navigation systems (Galileo and EGNOS)

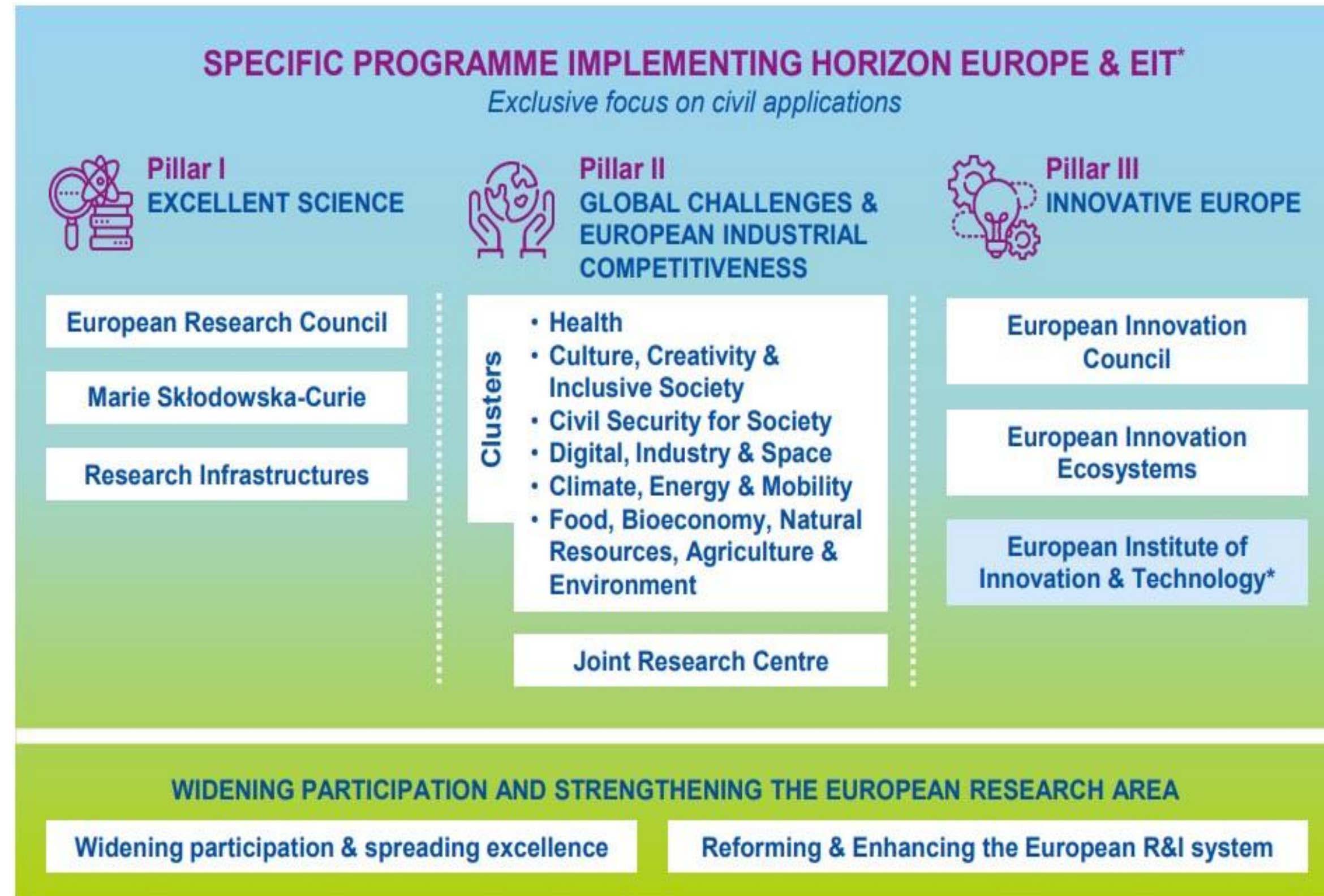
**Specific objective 1: To develop and provide global satellite-based radio navigation infrastructures and services (Galileo) by 2020.**

**Indicator 1:** Galileo infrastructure – cumulative number of operational satellites.

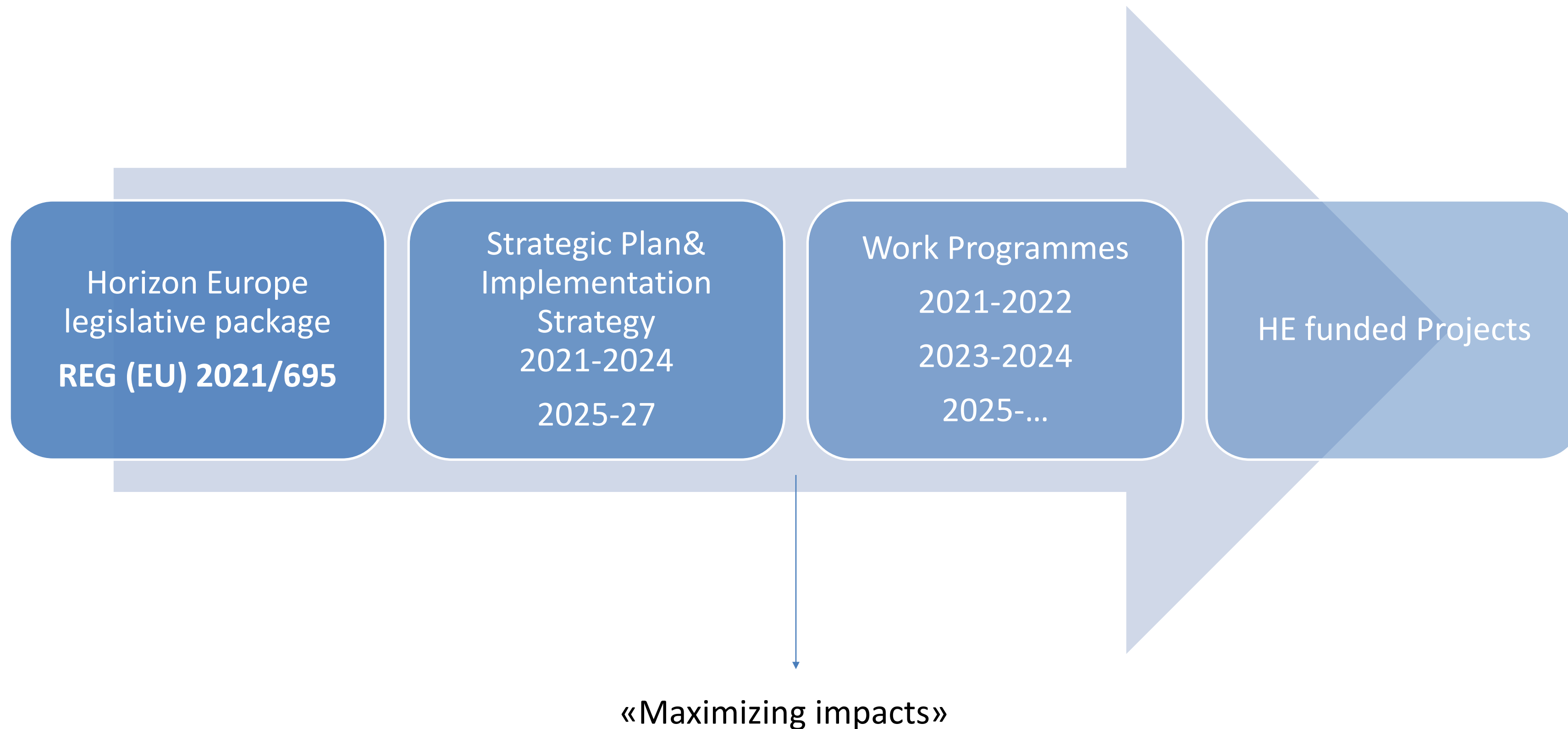
Baseline	Actual results								Target
	2014	2015	2016	2017	2018	2019	2020	2021	
4	3	9	18	22	26	26	26	28	30

2021 progress % =  $(28 - 4) / (30 - 4) = 92\%$

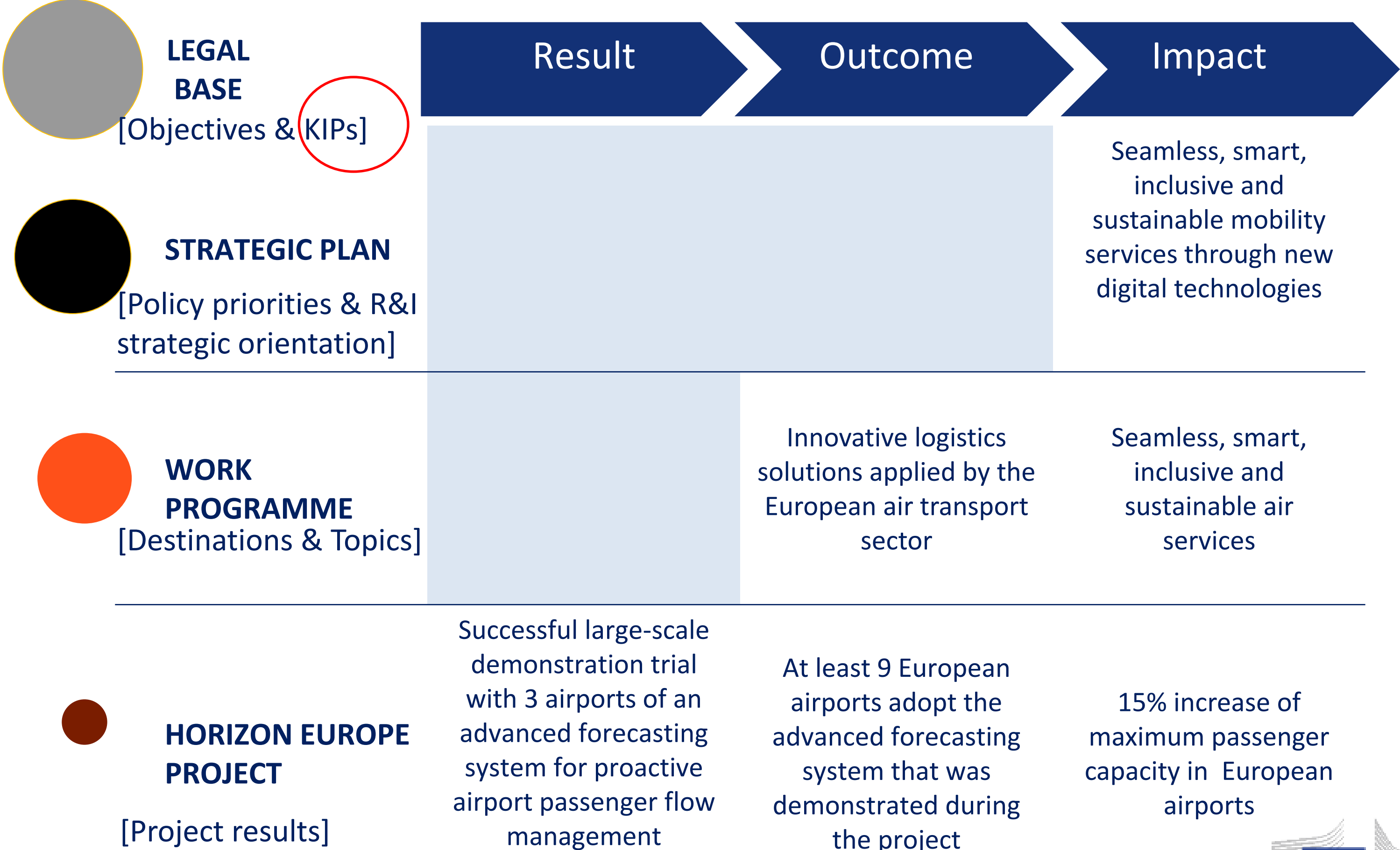
# The Horizon Europe programme



# The Horizon Europe programme



# Horizon Europe Impact implementation



# At program level: focus on indicators

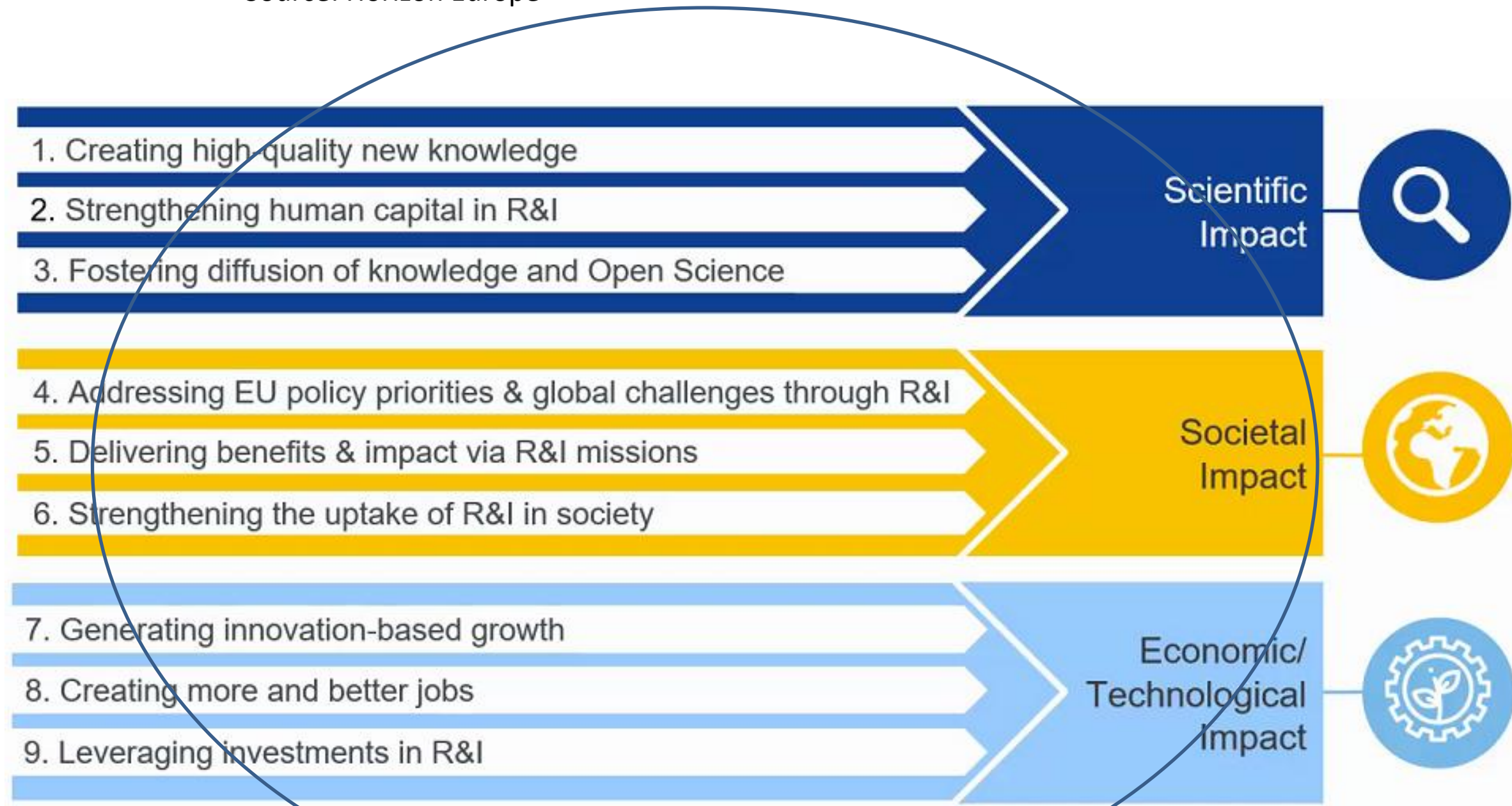
Horizon Europe KPIs are defined in the Horizon Europe Regulation according to Key Impact Pathways










*1) Impact logic*

**Key Impact Pathways  
framework**

# Types of impact

Source: Horizon Europe

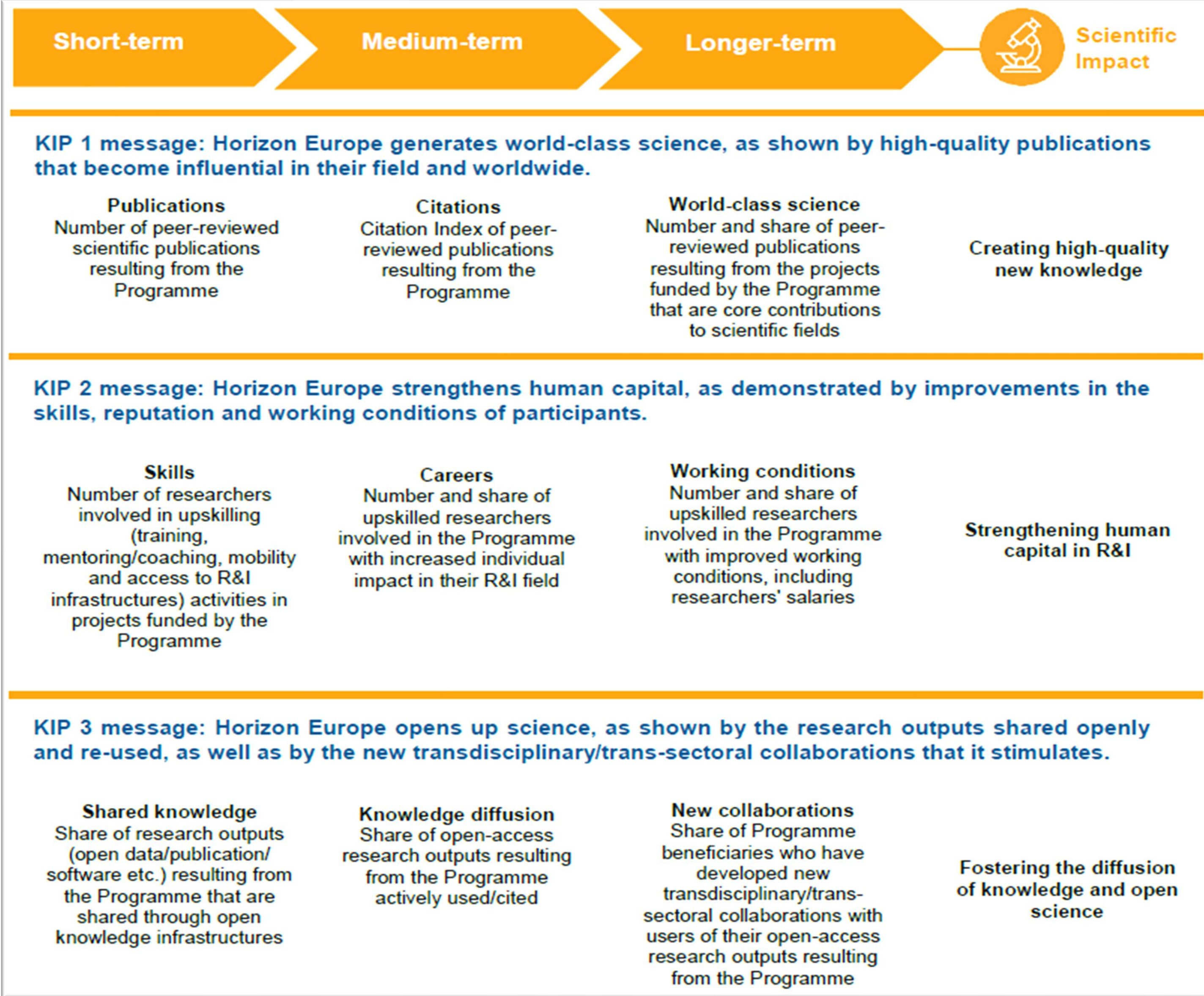


<p><b>CULTURAL</b> </p> <p>Contribution to understanding of ideas and reality, values and beliefs.</p>	<p><b>ECONOMIC</b> </p> <p>Contribution to the sale price of products, a firm's costs and revenues (micro level), and economic returns either through economic growth or productivity growth (macro level).</p>	<p><b>ENVIRONMENTAL</b> </p> <p>Contribution to the management of the environment, for example, natural resources, environmental pollution, climate and meteorology.</p>
<p><b>HEALTH</b> </p> <p>Contribution to public health, life expectancy, prevention of illnesses and quality of life.</p>	<p><b>POLITICAL</b> </p> <p>Contribution to how policy makers act and how policies are constructed and to political stability.</p>	<p><b>SCIENTIFIC</b> </p> <p>Contribution to the subsequent progress of knowledge, the formation of disciplines, training and capacity building.</p>
<p><b>SOCIAL</b> </p> <p>Contribution to community welfare, quality of life, behaviour, practices and activities of people and groups.</p>	<p><b>TECHNOLOGICAL</b> </p> <p>Contribution to the creation of product, process and service innovations.</p>	<p><b>TRAINING</b> </p> <p>Contribution to curricula, pedagogical tools, qualifications</p>

Source: European Science Foundation Impact Classifications

Horizon Europe has been built in order to track the impact it will bring, through 9 Key Impact Indicators.

Scientific impact pathway indicators:



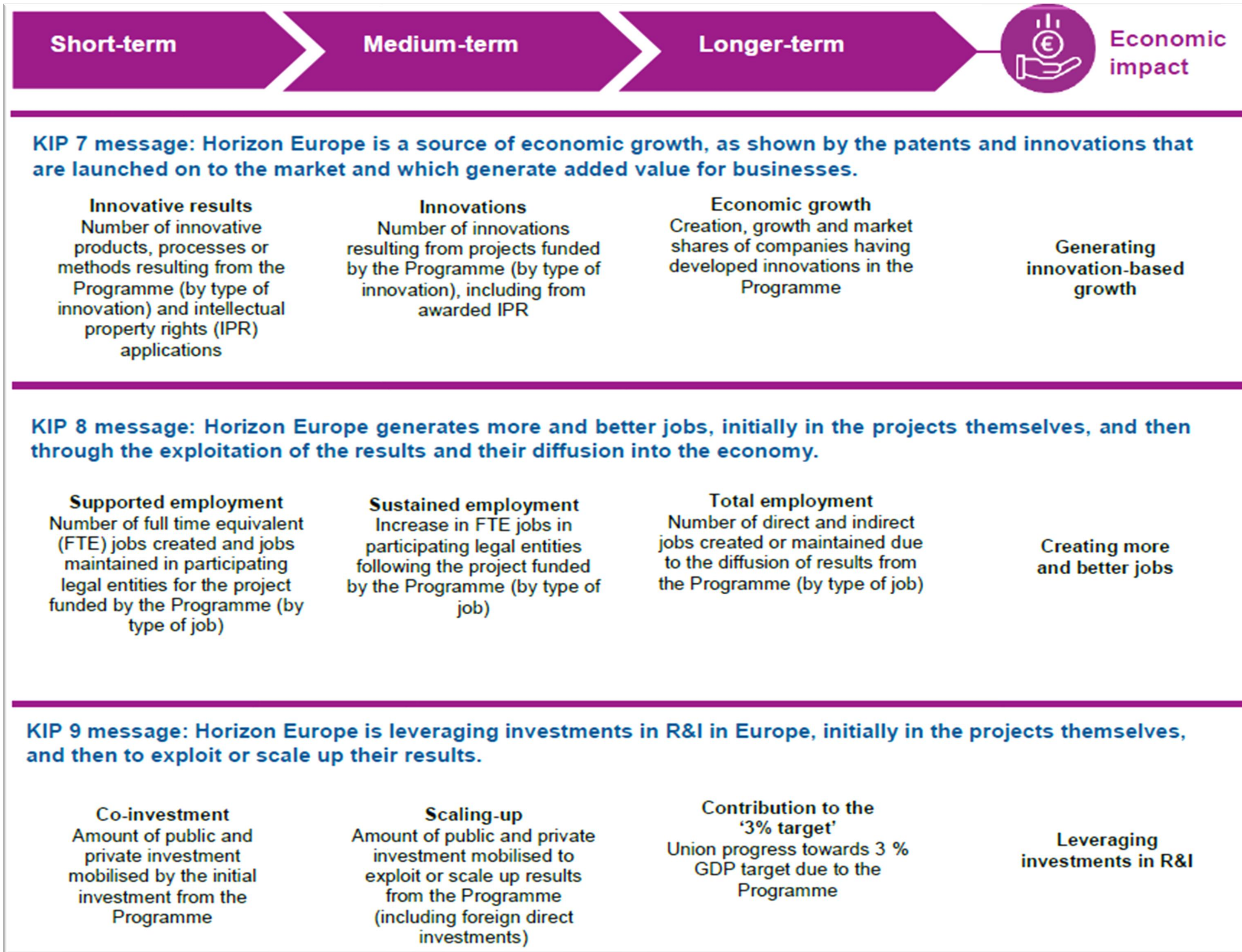
Source: <https://data.europa.eu/doi/10.2777/194210> (2018) & <https://data.europa.eu/doi/10.2777/44653> (2022)



Societal impact pathway indicators:

Source: <https://data.europa.eu/doi/10.2777/194210> (2018) & <https://data.europa.eu/doi/10.2777/44653> (2022)

Economic impact pathway indicators:



Source: <https://data.europa.eu/doi/10.2777/194210> (2018) & <https://data.europa.eu/doi/10.2777/44653> (2022)

Key Impact pathways: the  
importance of assessing  
the impact of research and  
innovation projects



# At project level

## Key Exploitable results (KER)

*2) Practical implications*

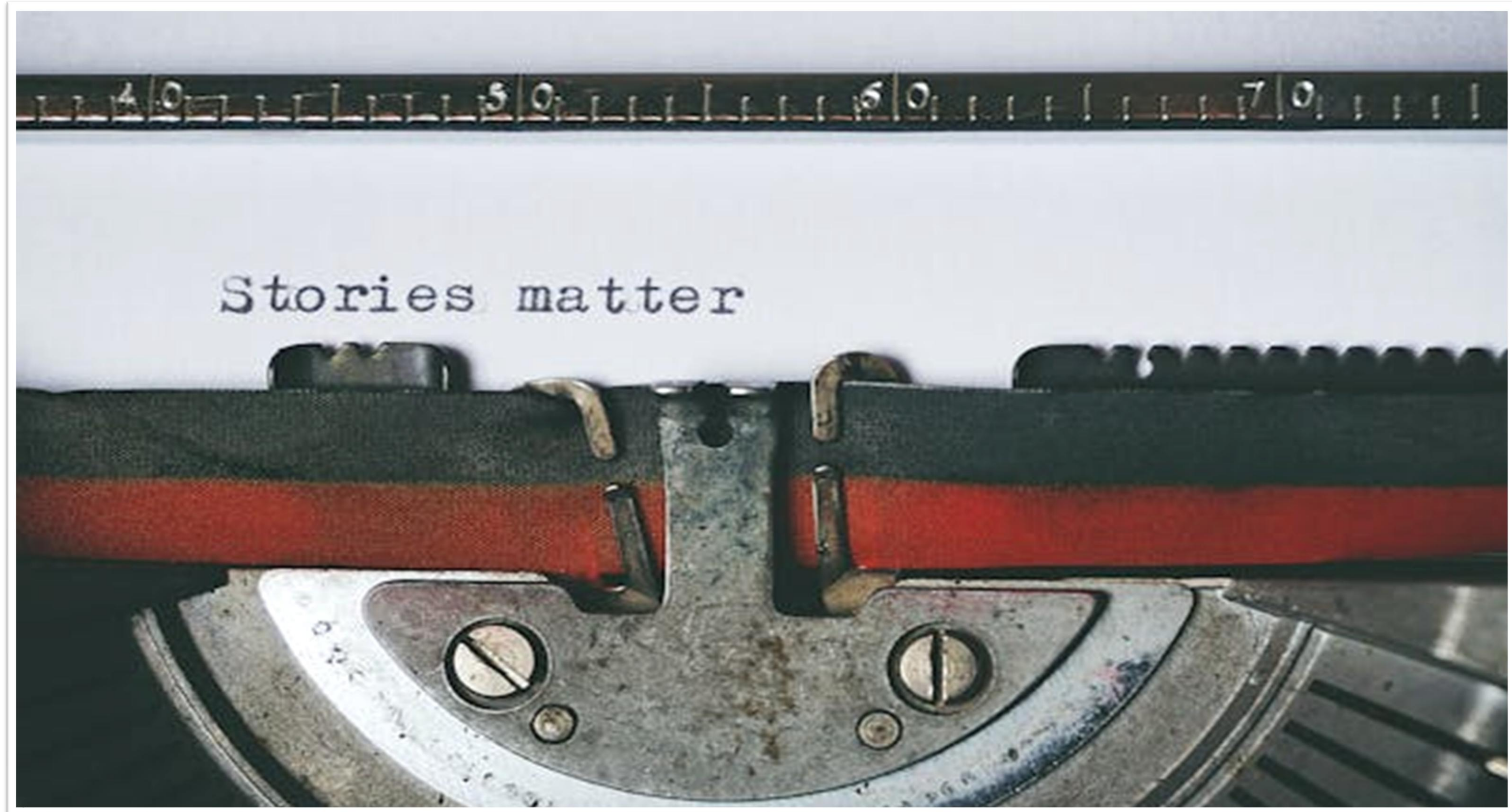
**Project's  
pathway  
to impact**

Proposal writing: impact pathways & CDE

Financing: negotiation of agreements between partners

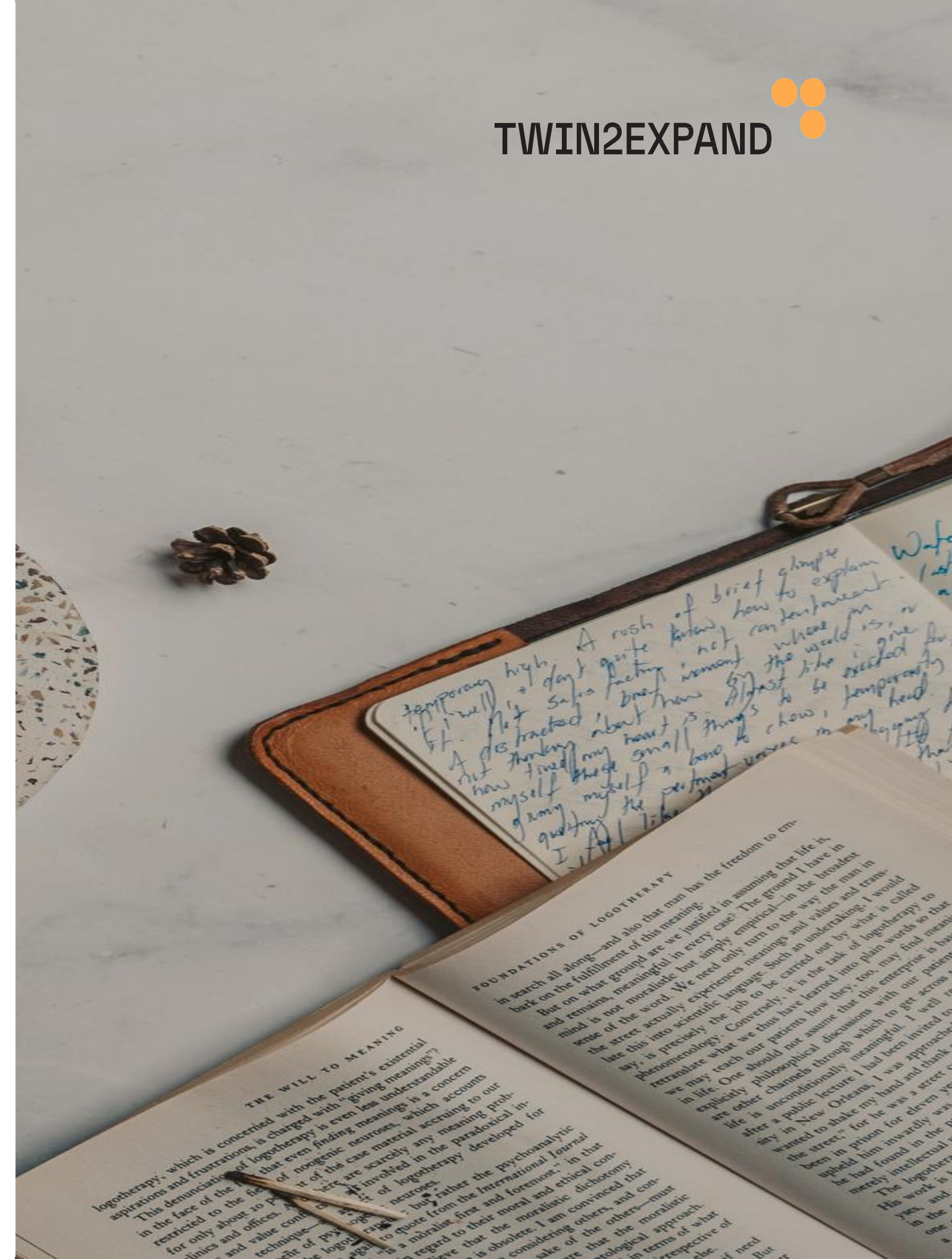
Implementation and monitoring: activities, CDE and and KPIs

# PROPOSAL WRITING



# Getting ready

- 
- ✓ A: Read the call for proposal
  - ✓ B. Understand the impact assessment criteria
  - ✓ C. Check the template requests
  - ✓ D. Define objectives-activities-results-target groups-outcomes and impact
  - ✓ E. Write the proposal



# A. Call for proposal (Horizon Europe)

- **DESTINATIONS** → socio-economic challenges to be met, expected impacts to be achieved with research and innovation action
- **TOPICS** → expected results and scope of research and innovation activities to be carried out



*Horizon Europe - Work Programme 2021-2022  
Health*

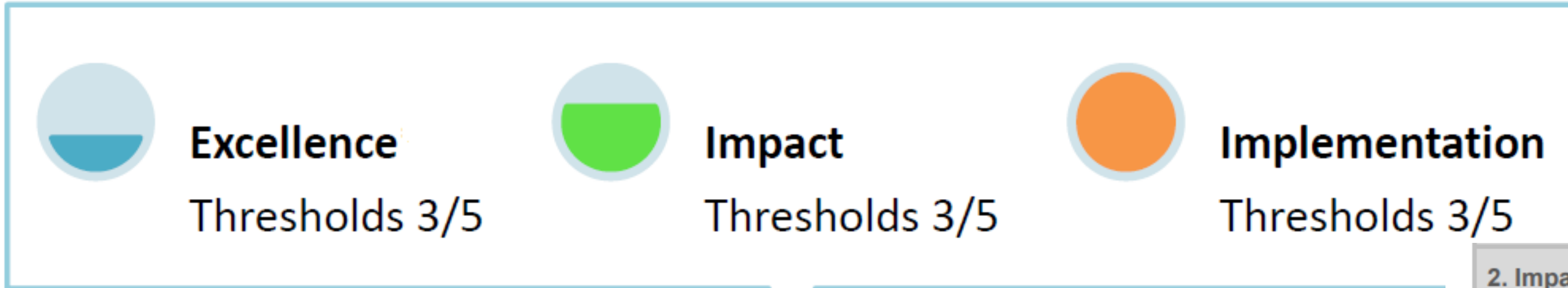
European Commission  
EN  
Horizon Europe  
Work Programme 2021-2022  
4. Health  
*(European Commission Decision C(2022)2975 of 10 May 2022)*

**DESTINATION**  
**CALL|BANDO**  
**TOPIC**

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# B. Assessment criteria



(collaborative projects)

**Thresholds 10/15**

Evaluation scores will be awarded for the criteria, and not for the different aspects listed in the table. For full applications, each criterion will be scored out of 5. The threshold for individual criteria will be 3. The overall threshold, applying to the sum of the three individual scores, will be 10.

To determine the ranking for 'Innovation actions', the score for 'Impact' will be given a weight of 1.5.

## 2. Impact

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from to the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

Comments:

Score 2 (0-5):

Threshold: 3/5

# C. The template

Horizon Europe Template  
(RIA/IA-collaborative projects)

## 1. Excellence

- 1.1 Objectives and ambition
- 1.2 Methodology

**WHAT?**  
What is the project about?

## 2. Impact

- 2.1 Project's pathways towards impact** *[e.g. 4 pages]*
- 2.2 Measures to maximise impact - Dissemination, exploitation and communication** *[e.g. 5 pages, including section 2.3]*
- 2.3 Summary**

**WHY?**  
Why should we do the project? What evidence do we collect and measure in the project to demonstrate the project's value?

## 3. Quality and Efficiency of the implementation

- 3.1 Work plan and resources
- 3.2 Capacity of participants and consortium as a whole

**HOW?**  
How to achieve the objectives?

# C. Pathway to Impact

## 2.1

“**Logical steps towards the achievement of the expected impacts** of the project over time, in particular beyond the duration of a project.

A pathway begins with the **projects’ results**, to their **dissemination, exploitation** and **communication**, contributing to the **expected outcomes** in the work programme topic, and ultimately to the **wider scientific, economic and societal impacts** of the work programme destination.”

EC requests for a «**narrative**»



# C. Pathway to Impact

2.1 Describe the unique contribution your project results would make towards:

- the **outcomes** specified in this topic, and
- the **wider impacts**, in the longer term

Scientific, economic, societal

Given an indication of the scale and significance of the project's contribution to the expected outcomes and impacts.

**Provide quantified estimates** where possible and meaningful.

**Explain your baselines, benchmarks and assumptions used for those estimates.** Wherever possible, **quantify your estimation of the effects** that you expect from your project.

Keywords: quantify, estimate, baseline



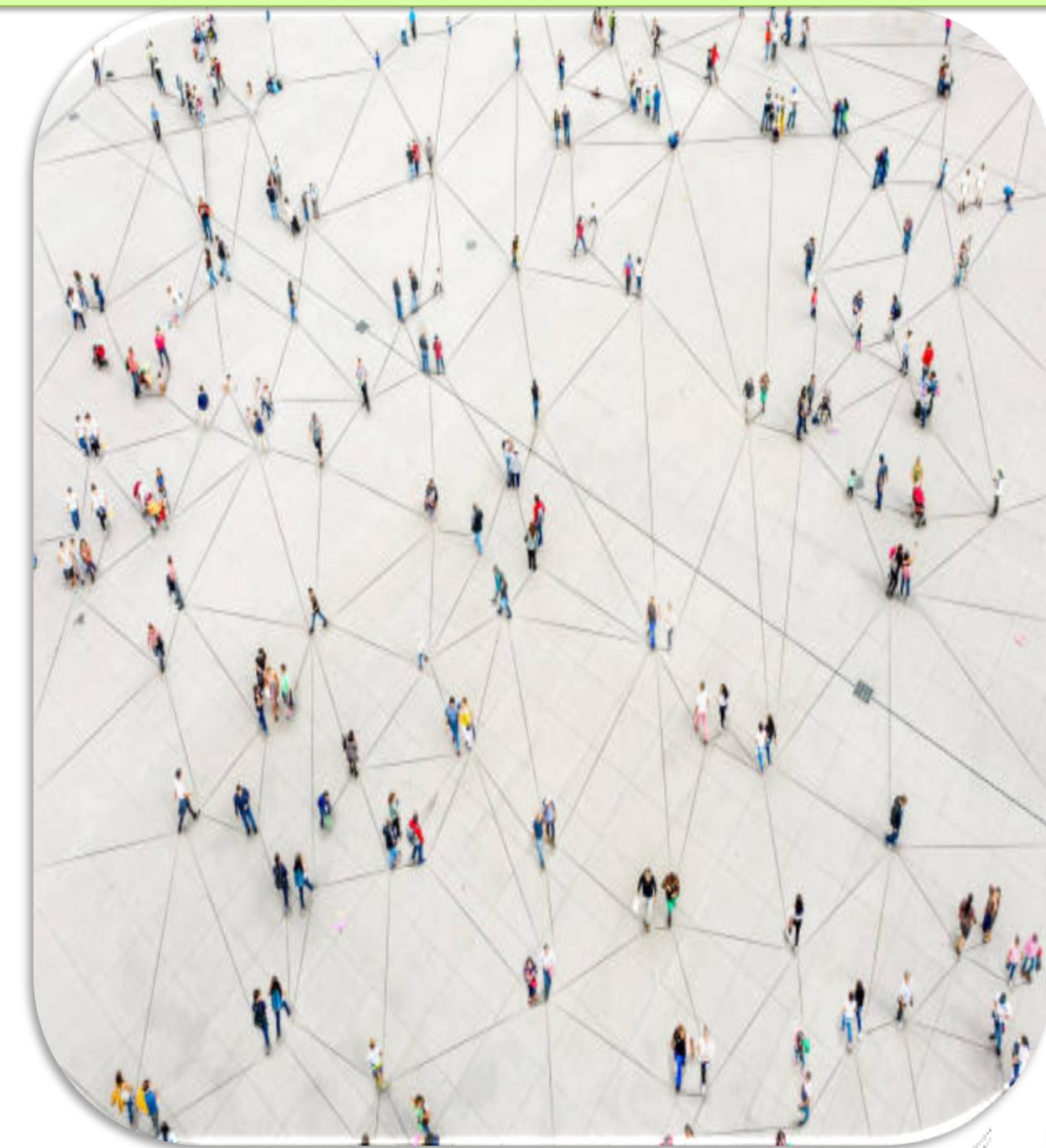
# C. Measures to maximise impact

## 2.2

- Describe the planned measures to maximise the impact of your project by providing a first version of your 'plan for the dissemination and exploitation including communication activities'.

Describe the **dissemination, exploitation and communication** measures that are planned, and the target group(s) addressed (e.g. scientific community, end users, financial actors, public at large). • Outline your strategy for the **management of intellectual property**, foreseen protection measures, such as patents, design rights, copyright, trade secrets, etc., and how these would be used to support exploitation.

### Dissemination, exploitation and communication

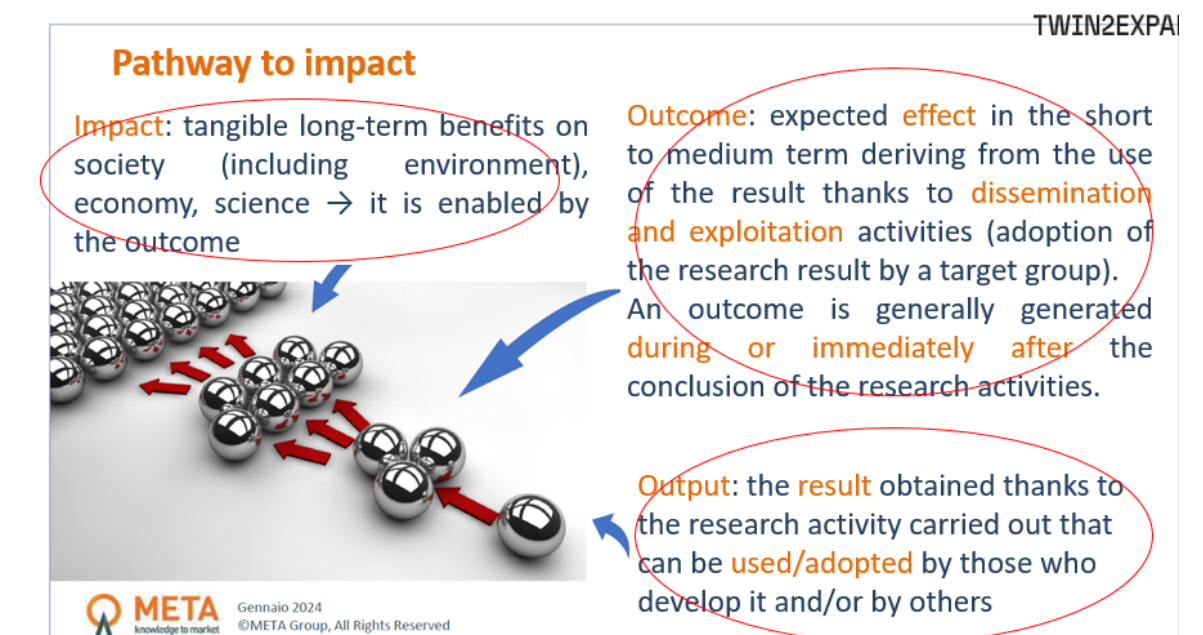


# C. Measures to maximise impact

Target group: individual stakeholders, groups or organization that could affect or benefit of the activities and results (outputs) of the project (i.e citizens, communities, public and private institutions, companies...)

Target group analysis:

1. Focus on the project results
2. Identify the most relevant stakeholders that could use or benefit from the results of the project
3. analyse their possible interest and their objectives towards the project results
4. Use the proper communication/dissemination/exploitation channel
5. Evaluate the benefits the stakeholders will have on the project in the medium-long term (impact!)



# C. Measures to maximise impact

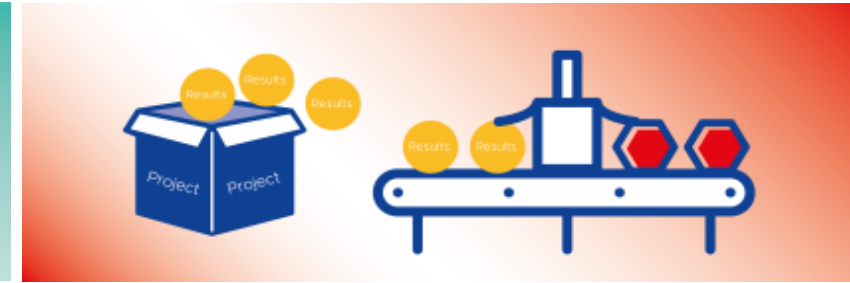
## Communication





## Dissemination



## Exploitation



<p><b>Reach out to society and show the impact and benefits</b> of EU-funded R&amp;I activities, e.g. by addressing and providing possible solutions to fundamental societal challenges.</p>	<p><b>Transfer knowledge &amp; results</b> with the aim to enable others to use and take up results, thus maximising the impact of EU-funded research.</p>	<p><b>Effectively use project results</b> through scientific, economic, political or societal exploitation routes aiming to turn R&amp;I actions into concrete value and impact for society.</p>	 Objective
<p><b>Inform</b> about and promote the project AND its results/success.</p>	<p><b>Describe</b> and <b>ensure results available</b> for others to <b>USE</b> → focus on results only!</p>	<p><b>Make concrete use</b> of research results (not restricted to commercial use.)</p>	 Focus
<p>Multiple audiences beyond the project's own community incl. media and the broad public.</p>	<p>Audiences that may take an interest in the potential <b>USE</b> of the results (e.g. scientific community, industrial partner, policymakers).</p>	<p>People/organisations including project partners themselves that make concrete use of the project results, as well as user groups outside the project.</p>	 Target Audience

# C. Measures to maximise impact: tools

## Communication

- Visual identity
- Website
- Articles on mainstream journals
- Newsletter
- Videos and multimedia material
- Social networks
- Public engagement events

## Dissemination

- Upload deliverables and results on your web site
- Presents your results in Scientific publications
- Organize demonstrations/Exhibitions
- Share results (online repositories, research data, reports)

## Exploitation

- Create prototypes, softwares, services etc.
- Share knowledge, skills and products
- Contact investors
- Use innovation platforms to get in touch with potential users
- Define an IP management structure
- Identify market opportunities



# 2.3 the impact canvas

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<i>What are the specific needs that triggered this project?</i>	<i>What do you expect to generate by the end of the project?</i>	<i>What dissemination, exploitation and communication measures will you apply to the results?</i>
TARGET GROUPS	OUTCOMES	IMPACTS
<i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i>	<i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i>	<i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i>

Sum up of the previous two sections

# 2.3 The Impact Canvas example

## KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES	TARGET GROUPS	OUTCOMES	IMPACTS
<p><i>What are the specific needs that triggered this project?</i></p> <p><b>Example 1</b> Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p> <p><b>Example 2</b> Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p><i>What do you expect to generate by the end of the project?</i></p> <p><b>Example 1</b> <b>Successful large-scale demonstrator:</b> Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</p> <p><b>Algorithmic model:</b> Novel algorithmic model for proactive airport passenger flow management.</p> <p><b>Example 2</b> Publication of a <b>scientific discovery on transparent electronics.</b></p> <p><b>New product:</b> More sustainable electronic circuits.</p> <p><b>Three PhD students trained.</b></p>	<p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p><b>Example 1</b> <b>Exploitation:</b> Patenting the algorithmic model.</p> <p><b>Dissemination towards the scientific community and airports:</b> Scientific publication with the results of the large-scale demonstration.</p> <p><b>Communication towards citizens:</b> An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p> <p><b>Example 2</b> <b>Exploitation of the new product:</b> Patenting the new product; Licencing to major electronic companies.</p> <p><b>Dissemination towards the scientific community and industry:</b> Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.</p>	<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p><b>Example 1</b> <b>9 European airports:</b> Schiphol, Brussels airport, etc.</p> <p><b>The European Union aviation safety agency.</b></p> <p><b>Air passengers (indirect).</b></p> <p><b>Example 2</b> <b>End-users:</b> consumers of electronic devices.</p> <p><b>Major electronic companies:</b> Samsung, Apple, etc.</p> <p><b>Scientific community</b> (field of transparent electronics).</p>	<p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p> <p><b>Example 1</b> <b>Up-take by airports:</b> 9 European airports adopt the advanced forecasting system demonstrated during the project.</p> <p><b>Example 2</b> <b>High use of the scientific discovery published</b> (measured with the relative rate of citation Index of project publications).</p> <p><b>A major electronic company</b> (Samsung or Apple) <b>exploits/uses the new product</b> in their manufacturing.</p>	<p><i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i></p> <p><b>Example 1</b> <b>Scientific:</b> New breakthrough scientific discovery on passenger forecast modelling.</p> <p><b>Economic:</b> Increased airport efficiency Size: 15% increase of maximum passenger capacity in <u>European</u> airports, leading to a 28% reduction in infrastructure expansion costs.</p> <p><b>Example 2</b> <b>Scientific:</b> New breakthrough scientific discovery on transparent electronics.</p> <p><b>Economic/Technological:</b> A new market for touch enabled electronic devices.</p> <p><b>Societal:</b> Lower climate impact of electronics manufacturing (including through material sourcing and waste management).</p>

# D. SMART Goals

- Objectives
- Activities
- Expected results
- Measurement of results (KPIs)
- Outcomes
- Impact

# E. Proposal writing



## IMPACT PATHWAYS CREDIBILITY

The proposal **does not provide** a sufficiently robust **justification for the estimates of its impact**

The goals related to climate neutrality and circular economy are well formulated but **insufficient detail** is provided to substantiate their achievement.

The proposal does not adequately discuss **potential barriers** to its ability to contribute to the expected outcomes.

Whilst the proposal addresses the significance of the expected impacts, the **scale of these expected impacts** has not been adequately identified. This is a shortcoming.

The proposal does not convincingly demonstrate **how the work would contribute** to European competitiveness.

## MEASURE TO MAXIMIZE IMPACT

Measures to assure **relevance of the project outcomes** to widening countries are not sufficiently defined and language-related barriers are not properly addressed.

Weaknesses of the proposal are that the **dissemination activities are not properly quantified and not sufficiently aligned to the identified target groups.**

Identified **exploitation measures are not sufficiently presented and “KERs” are not adequately described.**

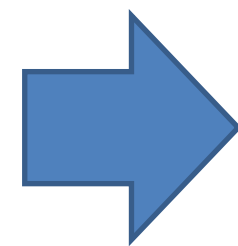
Sustainability actions and **intellectual property rights** connected to the outputs are not convincingly elaborated.

The proposal does not give enough information on the **business cases**

# Exercise: call for proposal (Horizon Europe)

**HORIZON-WIDERA-2023-ERA-01-09:**  
**Policy support to facilitate the  
implementation of a zero-tolerance  
approach towards gender-based violence  
in the ERA**

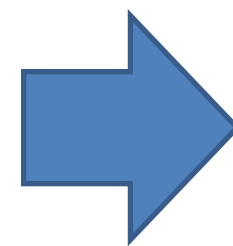
Projects are expected to  
contribute to the  
following **expected outcomes:**



- Support to various national R&I entities, including national administrations, with adopting **a zero-tolerance approach towards gender-based violence** (GBV), including sexual harassment at higher education institutions and research organisations, in line with the ERA Policy Agenda action 5;
- Cooperation between national R&I actors from Member States and Associated Countries, including with less advanced organisations, to **facilitate the exchange of information, mutual learning, and best practice** sharing on the implementation of measures to tackle GBV;
- **Training and awareness-raising** activities for research funding and performing organisations, and other research and innovation actors on how to best implement a zero-tolerance approach towards GBV at their organisation;
- **Data collection and monitoring** on the implementation of GBV measures at higher education institutions and other research organisations, in line with the Ljubljana Declaration on gender equality in research and innovation.

**HORIZON-WIDERA-2023-ERA-01-09:**  
**Policy support to facilitate the  
 implementation of a zero-tolerance  
 approach towards gender-based violence  
 in the ERA**

These targeted outcomes in turn  
 contribute to **medium and long-  
 term impacts:**



- Research entities in **Member States and Associated Countries** having measures in place to **effectively address cases of gender-based violence**, including sexual harassment, and to provide victim support and hold perpetrators accountable;
- **Research talents**, particularly women and LGBTIQ+ persons, **remain in academic careers** due to safer, gender-inclusive, and mental health supportive working environments;
- A **safe and gender-inclusive higher education and academic sector**, benefitting from a strong network and knowledge base on the prevention of and protection from GBV.

**HORIZON-WIDERA-2023-ERA-01-09:  
Policy support to facilitate the  
implementation of a zero-tolerance  
approach towards gender-based violence  
in the ERA**

**Scope:**

Gender-based violence (GBV), including sexual harassment, sexual assault and psychological violence, occurs at all career levels of higher education and research and in all disciplines. It has destructive consequences for individuals, disrupts careers, damages institutions, and affects the quality of research and education itself. Nevertheless, very few countries have comprehensive policies in place to address the issue.

During its lifetime, the action should:

- Support the **sharing of information**, mutual learning, best practice sharing, training, and awareness raising on tackling GBV in academia
- Facilitate the implementation of an EU baseline **code of conduct on zero-tolerance** towards GBV
- Foster **dialogue, awareness-raising and training**;
- Protection mechanisms** for internationally mobile students and researchers;
- Monitor and evaluate** the implementation process of the code of conduct on zero-tolerance of GBV at a wide range of higher education institutions, RPOs, RFOs, and other research organisations.



**Identify 1 possible Key  
Exploitable Result (KER)**



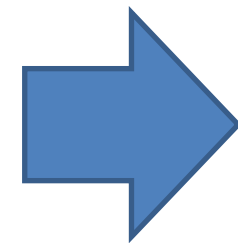
**Indicate a target group towards which to address the dissemination aimed at the use of the KER**

# A. What outcome do we achieve?

## What are the possible KPIs?

**HORIZON-WIDERA-2023-ERA-01-09:**  
**Policy support to facilitate the implementation of a zero-tolerance approach towards gender-based violence in the ERA**

Projects are expected to contribute to the following **expected outcomes**:

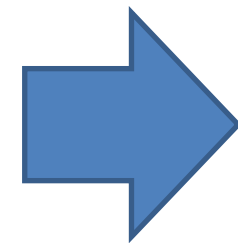


- Support to various national R&I entities, including national administrations, with adopting **a zero-tolerance approach towards gender-based violence** (GBV), including sexual harassment at higher education institutions and research organisations, in line with the ERA Policy Agenda action 5;
- Cooperation between national R&I actors from Member States and Associated Countries, including with less advanced organisations, to **facilitate the exchange of information, mutual learning, and best practice** sharing on the implementation of measures to tackle GBV;
- **Training and awareness-raising** activities for research funding and performing organisations, and other research and innovation actors on how to best implement a zero-tolerance approach towards GBV at their organisation;
- **Data collection and monitoring** on the implementation of GBV measures at higher education institutions and other research organisations, in line with the Ljubljana Declaration on gender equality in research and innovation.

# What impact will we make?

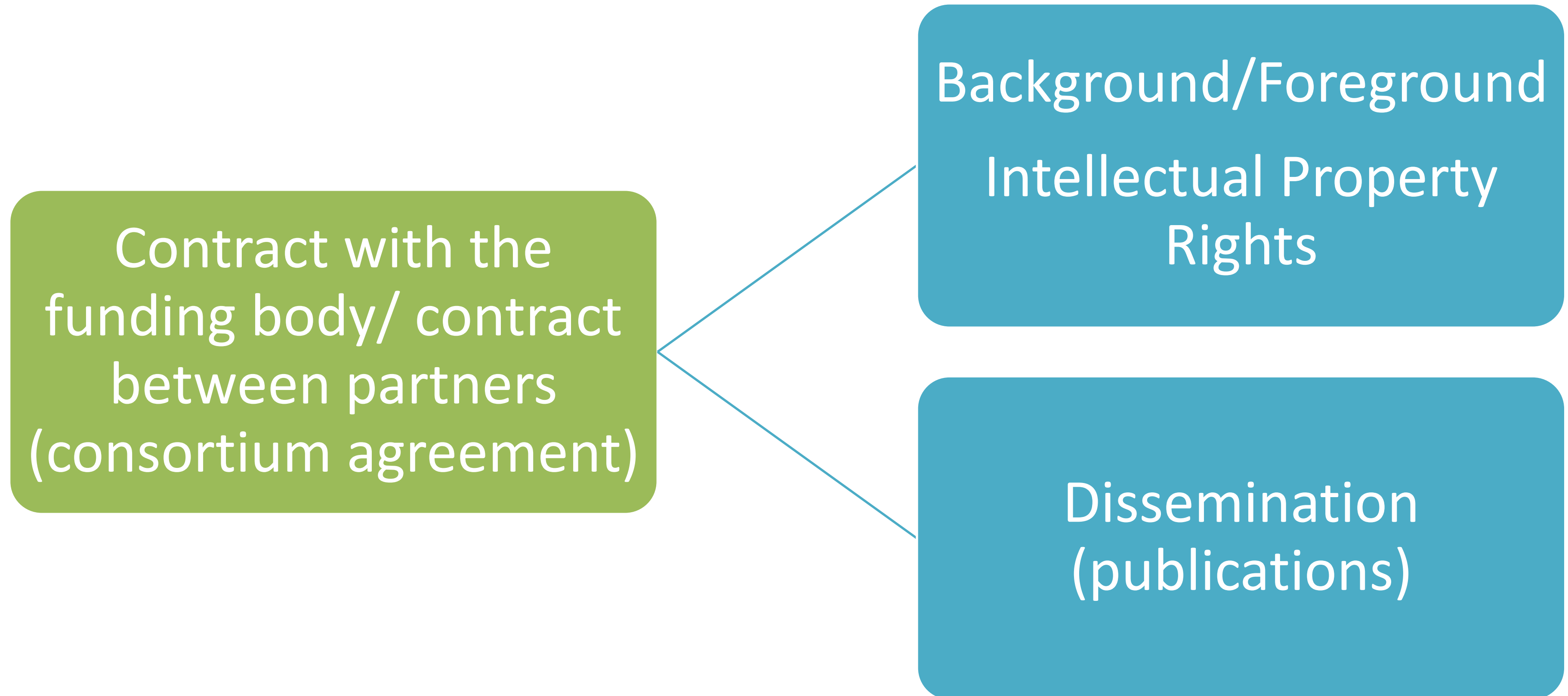
**HORIZON-WIDERA-2023-ERA-01-09:**  
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These targeted outcomes in turn contribute to **medium and long-term impacts:**

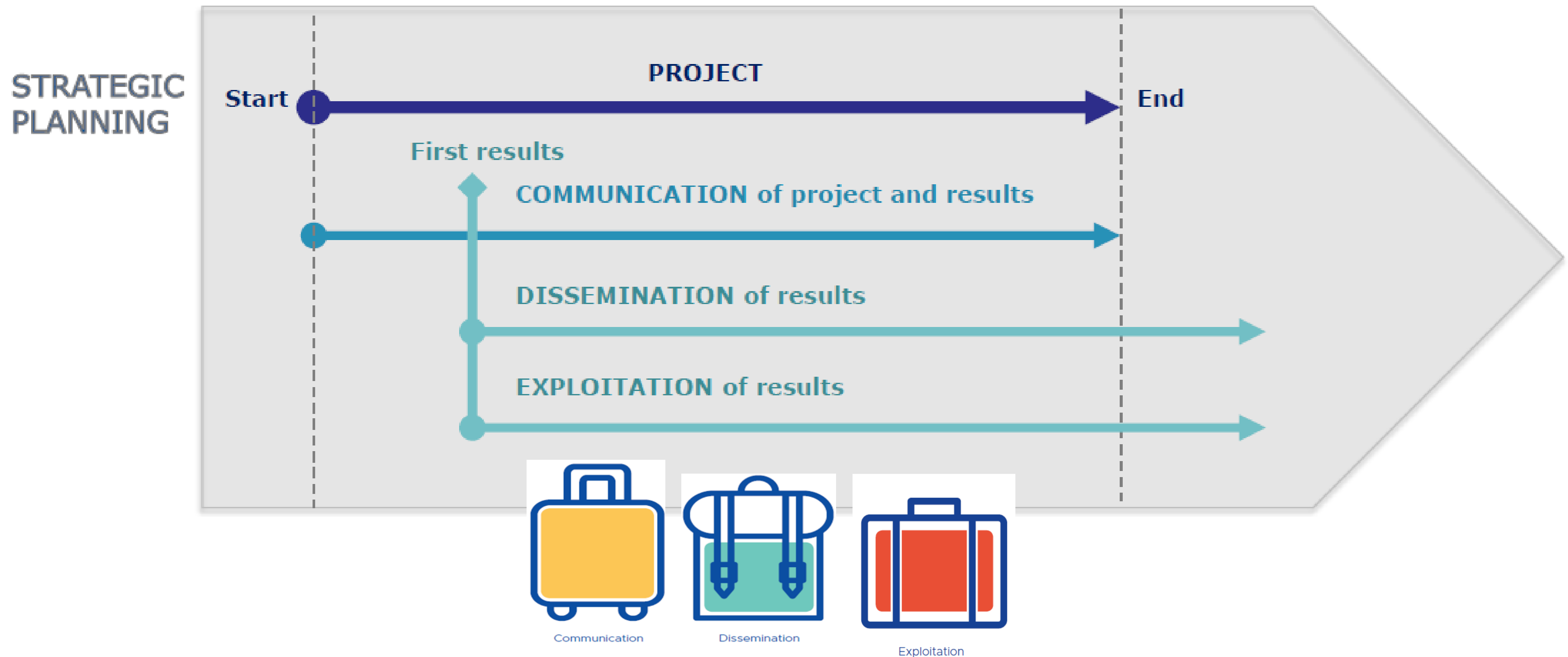


- Research entities in **Member States and Associated Countries** having measures in place to **effectively address cases of gender-based violence**, including sexual harassment, and to provide victim support and hold perpetrators accountable;
- **Research talents**, particularly women and LGBTIQ+ persons, **remain in academic careers** due to safer, gender-inclusive, and mental health supportive working environments;
- A **safe and gender-inclusive higher education and academic sector**, benefitting from a strong network and knowledge base on the prevention of and protection from GBV.

# Funding (negotiation)



# Implementation (post award)



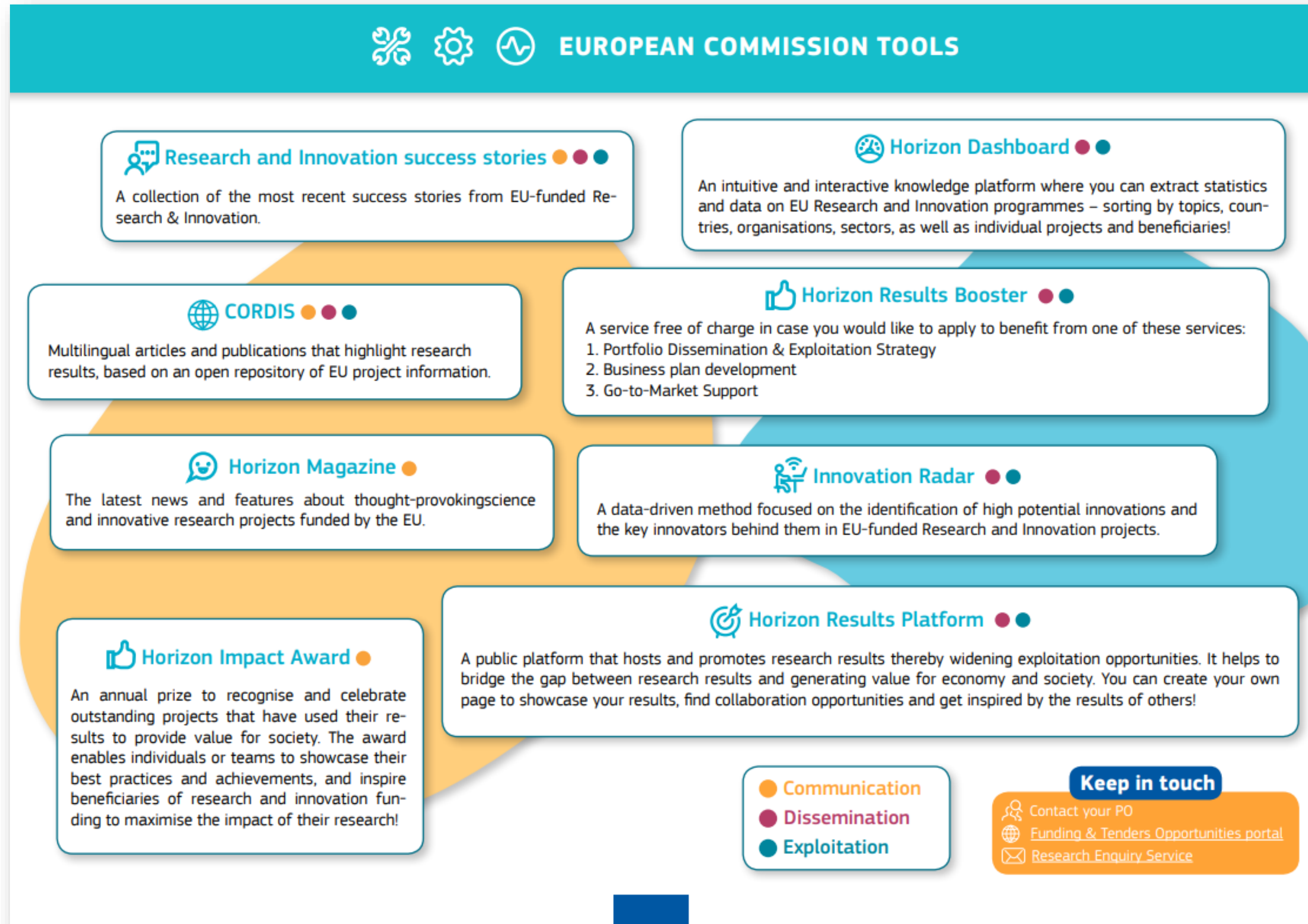
# Implementation (post award)

Data management plan: Document containing information on the data generated or used in a research project and how it is intended to be managed during and after the project (care, safety, sustainability, conservation).









Technical Reports (intermediate, final): results, quantify dissemination activities & exploitation measures, describe the effective pathways to impact

DM Plan is a mandatory deliverable within M6, then updated during the project

# EC tools to promote impact






## EUROPEAN COMMISSION TOOLS

-  **Research and Innovation success stories** ●●●  
A collection of the most recent success stories from EU-funded Research & Innovation.
-  **CORDIS** ●●●  
Multilingual articles and publications that highlight research results, based on an open repository of EU project information.
-  **Horizon Magazine** ●  
The latest news and features about thought-provoking science and innovative research projects funded by the EU.
-  **Horizon Impact Award** ●  
An annual prize to recognise and celebrate outstanding projects that have used their results to provide value for society. The award enables individuals or teams to showcase their best practices and achievements, and inspire beneficiaries of research and innovation funding to maximise the impact of their research!
-  **Horizon Dashboard** ●●  
An intuitive and interactive knowledge platform where you can extract statistics and data on EU Research and Innovation programmes – sorting by topics, countries, organisations, sectors, as well as individual projects and beneficiaries!
-  **Horizon Results Booster** ●●  
A service free of charge in case you would like to apply to benefit from one of these services:
  1. Portfolio Dissemination & Exploitation Strategy
  2. Business plan development
  3. Go-to-Market Support
-  **Innovation Radar** ●●  
A data-driven method focused on the identification of high potential innovations and the key innovators behind them in EU-funded Research and Innovation projects.
-  **Horizon Results Platform** ●●  
A public platform that hosts and promotes research results thereby widening exploitation opportunities. It helps to bridge the gap between research results and generating value for economy and society. You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others!

**Legend:**

- Communication
- Dissemination
- Exploitation

**Keep in touch**

-  Contact your PO
-  [Funding & Tenders Opportunities portal](#)
-  [Research Enquiry Service](#)

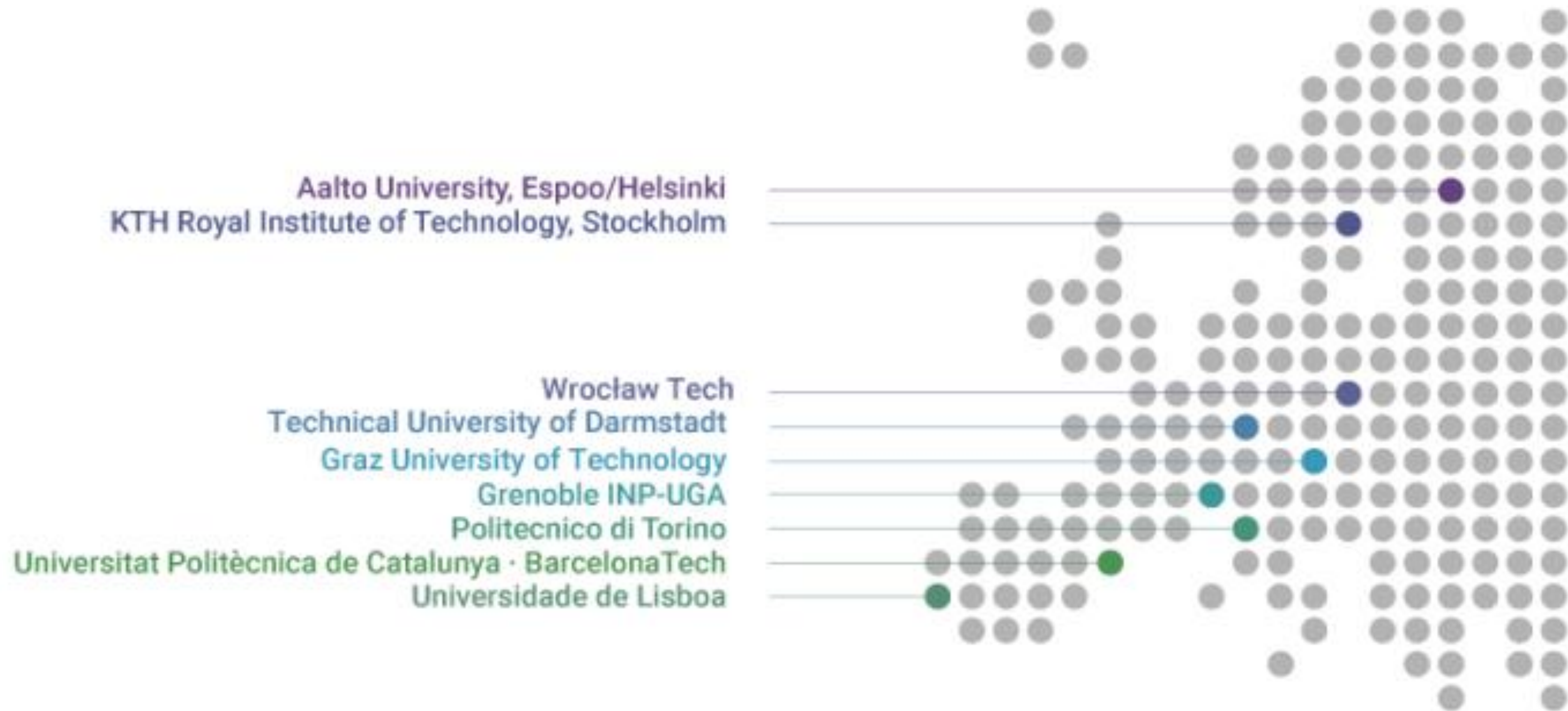
# CASE STUDY

## The IRIS network

Unite! Alliance- University Network for Innovation,  
Technology and Engineering



# The Unite! Alliance



# IRIS network: the Impact Canvas

## SPECIFIC NEEDS

*What are the specific needs that triggered this project?*

Enhance collaboration  
in R&I among the  
partner universities

## EXPECTED RESULTS

*What do you expect to generate by the end of the project?*

A chart of services  
for the Alliance  
members

## D & E & C MEASURES

*What dissemination, exploitation and communication measures will you apply to the results?*

Web page & social media  
Targeted presentation/events  
Reports

## TARGET GROUPS

*Who will use or further up-take the results of the project? Who will benefit from the results of the project?*

The Alliance  
The researchers  
The Research  
managers

## OUTCOMES

*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?*

Increased collaboration among  
researchers and research  
managers

## IMPACTS

*What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?*

- Make research in EU alliance a priority for the ERA
- Increase visibility of Alliances at the international level to the large public
- Increase better jobs in universities

# IRIS network: specific need

## Integrated Research & Innovation Support Services: the IRIS network

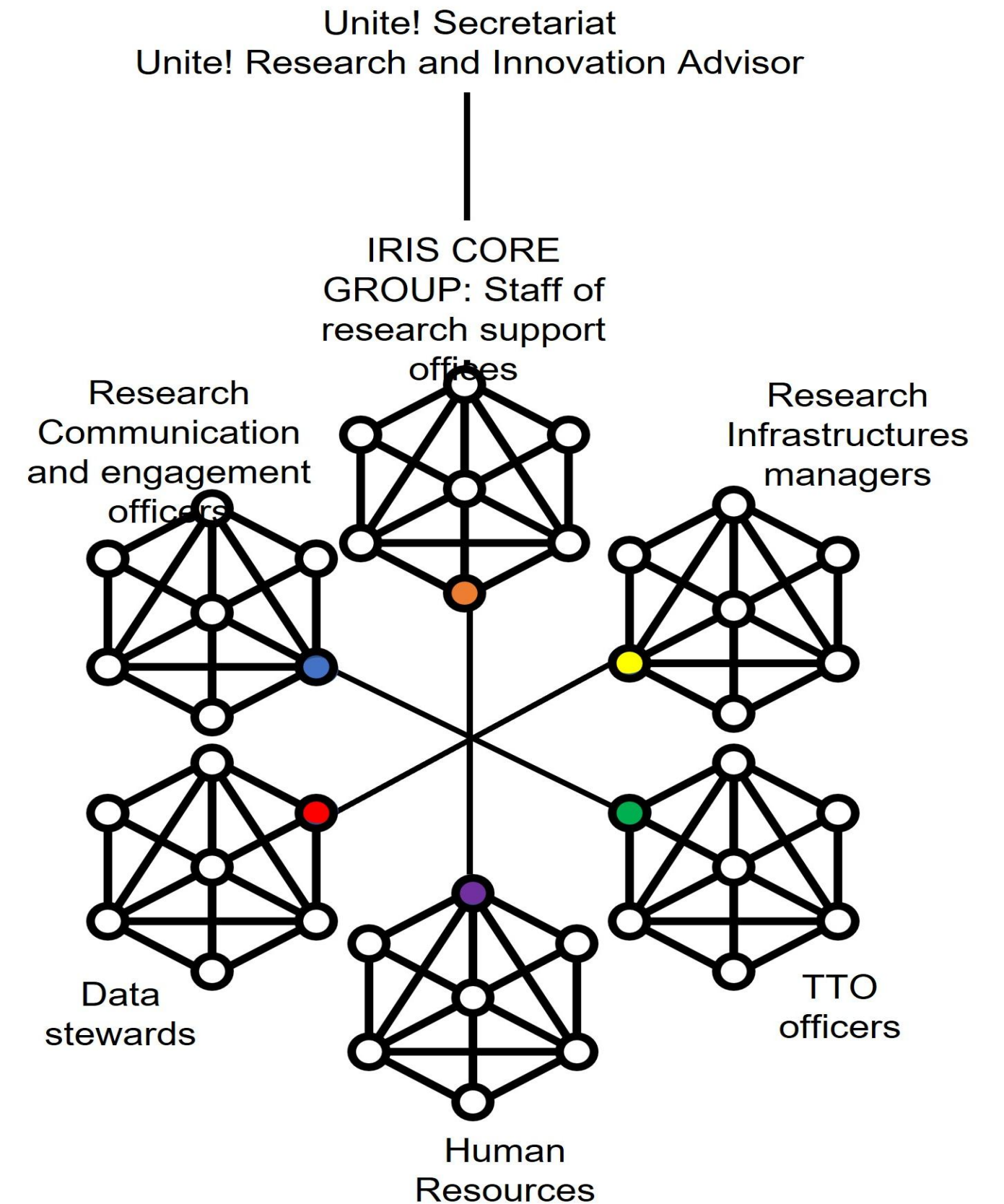
Set up in July 2022 to enhance collaborative research within the Alliance members and with other Alliances

Core group:  
Research Support  
Officers

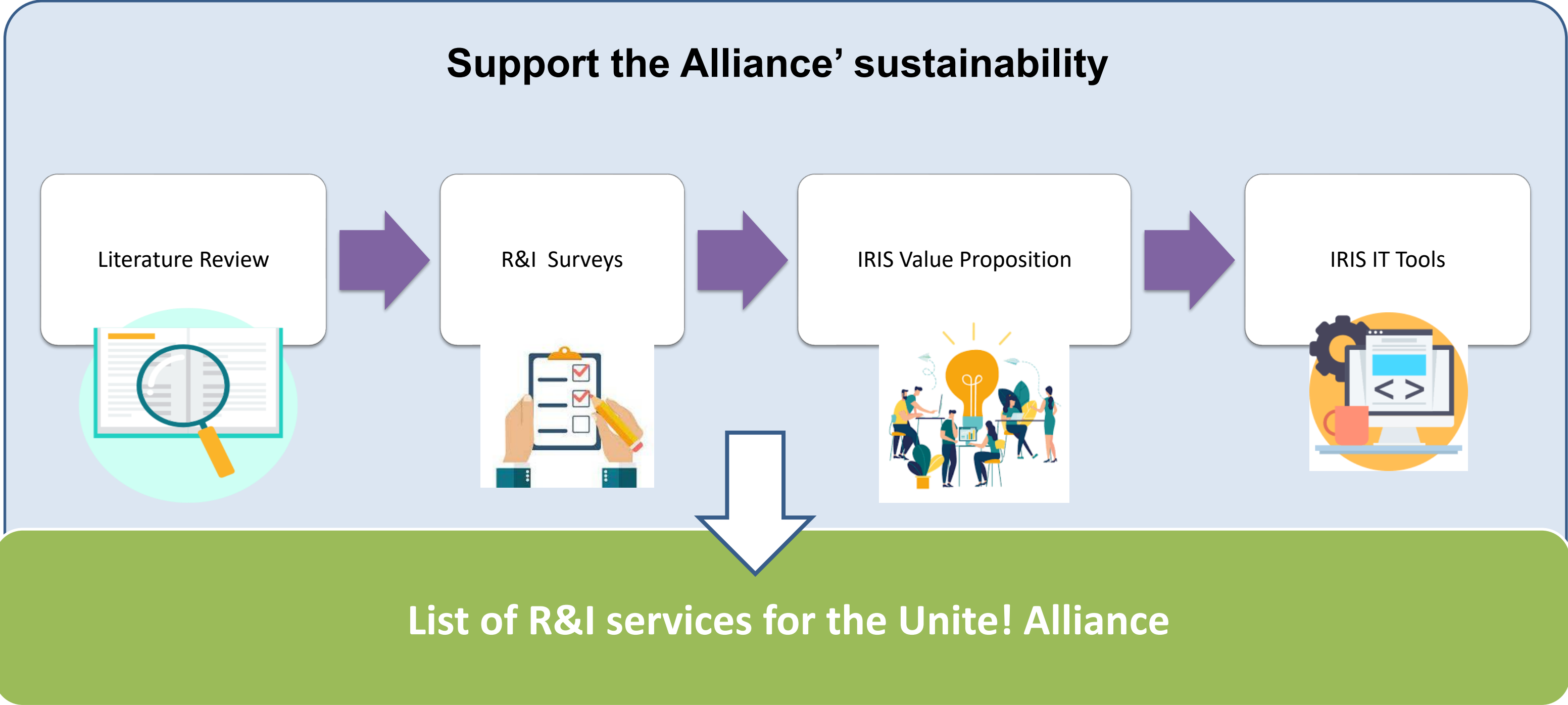


- ✓ TTO officers
- ✓ Research Infrastructure managers
- ✓ Open Science managers
- ✓ HR managers
- ✓ Research Communication and engagement officers

### IRIS INTERACTION



## OBJECTIVE



# IRIS network: target groups



## IRIS network

Integrated Research & Innovation Support Services



Enhancing collaborative research within the UNITE!Alliance members and with other Alliances

### Our services

#### 1 UNITE! Alliance

- strategic advice on EU and national R&I policies
- strategic EU proposal drafting



#### 2 Researchers

- effective Tools to promote R&I collaboration
- matchmaking events
- training for Researchers



#### 3 Research Managers

- networking among RMAs
- training for IRIS R&I support staff



**Research Infrastructures**

Scientific domain(s)  
None

Filter by Keywords...

Open to external users  
Yes No

Home partner institution  
Aalto Grenoble INP - UGA KTH POLITO TUDa ULISBOA UPC

Aalto Acoustics Lab CONTACT

Aalto Electronics ICT CONTACT

Aalto Ice Tank CONTACT

Aalto Industry and Innovation Infrastructure (13) CONTACT

### RESEARCH INFRASTRUCTURES CATALOGUE

**Training Catalogue for Faculty & Staff**

Below, you can find our annual training programme for Faculty & Staff. Whether you are looking for a on-site or an online course to boost your career, acquire new skills or learn a language, or a staff week, you will find what Unite! partners offer.

If you have a course you would like to offer to fellow Unite! colleagues, you can do so by clicking on the "create a catalogue" button below.

Enter a new course

Search...

Filter by Language...

Type...

Teachers Young researchers Administrative and technical staff All faculty & Staff

Online On-site Hybrid Online + On-site (Blended Intensive Programme)

Pedagogy Professional growth Well-being Staff weeks Multiculturalism, EU & languages

Professional growth

Professional growth

Multiculturalism, EU & Languages

Future of Work, MOOC

Finland

### TRAINING CATALOGUE

### NOTICE BOARD

**Research and Innovation Proposals**

Collaborative Research and Innovation Proposals Platform. Learn how it works here!

CREATE A PROPOSAL

GIVE US FEEDBACK ABOUT THE PLATFORM

Search proposals...

Filter by home partner institution...

Grenoble INP - UGA POLITO UPC WRO

EMERGING SPACE PROPULSION TECHNOLOGY

Battery - Electrical storage (Abuse tests) - U

### MAP OF COMPETENCES

- Aalto University Espoo/Helsinki
- KTH Royal Institute of Technology, Stockholm
- Wrocław Tech
- Technical University of Darmstadt
- Graz University of Technology
- Grenoble INP-UGA
- Politecnico di Torino
- Universitat Politècnica de Catalunya · BarcelonaTech
- Universidade de Lisboa



## C: website & social media



Enhancing collaborative research within the UNITE!Alliance members and with other Alliances

**Our services**

- 1 UNITE! Alliance**
  - strategic advice on EU and national R&I policies
  - strategic EU proposal drafting
- 2 Researchers**
  - effective Tools to promote R&I collaboration
  - matchmaking events
  - training for Researchers
- 3 Research Managers**
  - networking among RMAs
  - training for IRIS R&I support staff

## D: internal & external

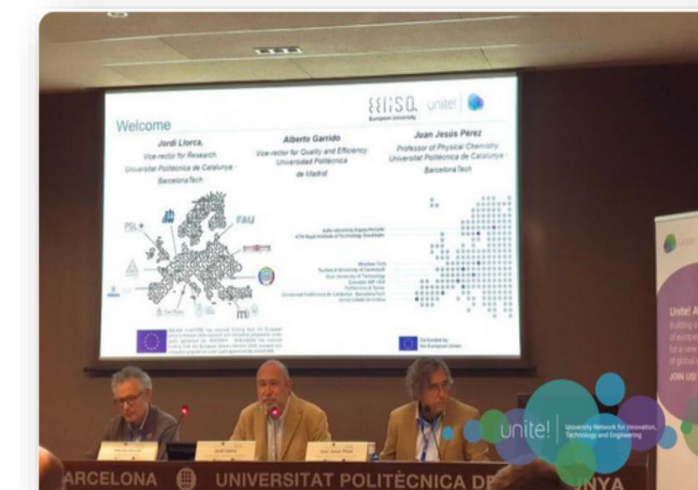
2 presentations to the Unite! Steering Committee

Newsletter + 3 internal and 2 european matchmaking events

1 national, 1 EU event on RM in EU Alliances  
IRIS network presented twice at the EARMA conference

## E policy briefs

- 2 policy briefs to the EC
- Contribution to the interim evaluation of the EU Alliances



## Increased collaboration among researchers and research managers

More funding  
+ 3 mill euros

More collaboration

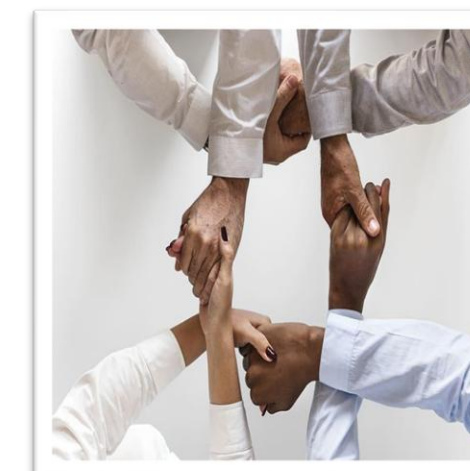


IRIS requested to be presented as a best practice in 3 other Alliances' meetings

**Unite! Erasmus +**



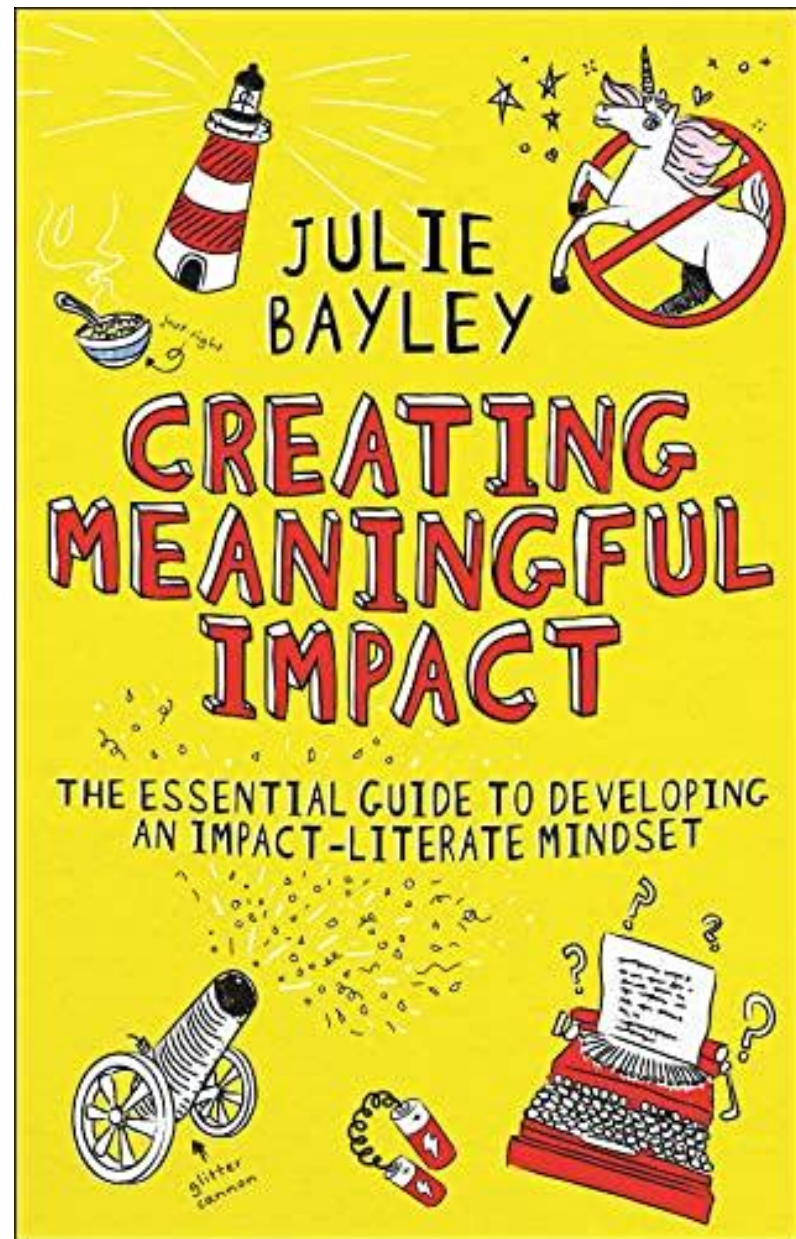
**AUPaEU** (A University Partnership for Acceleration of European Universities)



+ 25 joint project proposals  
+ 30 researchers involved in matchmaking events



- Make research in EU alliance a priority for the ERA
- Increase visibility of Alliances at the international level to the large public
- Increase better + better quality jobs in universities



Book, 2022

[Writing tips for Horizon Europe collaborative proposals with a focus on impact. A practical guide on how to write the impact section in HE proposals](#)

POLITO, by  
S.Tabotta, 2024

[Research impact thematic group, research impact network, EARMAimpact | earma](#)

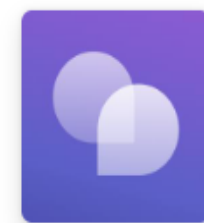
Research managers forum for knowledge-sharing and collaboration to facilitate changes required to support the increasingly “impact-driven” research culture that exists in the European Higher Education (HE) sector

<https://www.linkedin.com/groups/9317903/>

**EARMAimpact:** active community of expert practitioners specialising in many aspects of research impact support. The main purpose of this thematic group is to provide a forum for knowledge-sharing and collaboration

<https://www.linkedin.com/groups/9317903/>

- WG1 Training
- WG2 Impact culture
- WG3 Impact professionals
- WG4 Evaluating & evidencing
- WG5 Stakeholder engagement
- WG6 Impact in grant proposals






**EARMAimpact Lunchtime Webinar: “An interactive game for Understanding Impact Evidence” by Saskia Walcott**



**Dettagli**

How do you demonstrate the impact of research? How can you help academic colleagues tasked with sourcing evidence of research impact, to identify the range of indicators that allows them to evidence the breadth, and depth of their impact (reach and significance)? This interactive game was developed for this very purpose. In this session, we'll show you how the game works and how you could use it as part of your impact and training.

Dettagli

-  mer 12 mar
-  13:00 - 14:00 CET
-  Online



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[www.italianresearchmanagers.eu](http://www.italianresearchmanagers.eu)



Space Syntax



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