



Desarrollo de
propuestas europeas

27 enero 2026

Federica Righi



Empowering collaborative research and innovation for a healthier future

We are a research management organisation, building **strong multi-stakeholder collaboration** and providing **transversal expertise** for **impactful health science**.

24

Projects/Studies
15 active

~300M

Value of Projects
and Studies

+300

Partners

29

Employees
SME



EU-Funding & Proposal Preparation



Scientific & Project Management



Communication & Outreach



Real-World Evidence (RWE)
Research Management



Regulatory Science



Sustainability & Business Development



Multi-stakeholder Management
& Governance



Training & Education

Agenda

Welcome & Introduction to the program

Horizon Europe

- Context
- The life cycle of EU projects
- The three proposal pillars

Key aspects of a proposal

- Particularities of EU projects

Writing a Proposal

- Excellence
- Impact
- Implementation

Does my idea fit in the Project call

- Call analysis example

Tips to write a proposal

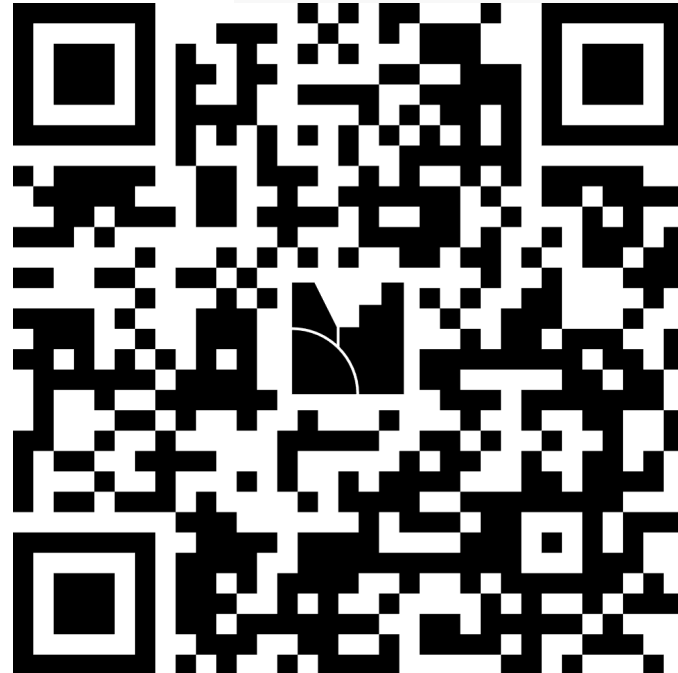
Wrap up & closing

Calentando motores...

Survey

Mentimeter code:

7635 7025



Horizon Europe context

EU Policy Priorities

Each 5 years, EU leaders agree on the EU's political priorities for the future. It's a collective effort between EU bodies and citizens.

EU Strategic Agenda 2019-2023

- European Green Deal
- Economy that works for people
- A Europe fit for the Digital Age
- Protecting our European way of life
- A stronger Europe in the World
- A new push for European democracy

EU Strategic Agenda 2024-2029

- Security and defense
- Resilience and competitiveness
- Energy
- Migration
- Global engagement
- Enlargement

From policy priorities to concrete R&I actions



EU funding programmes for health



€4.4 billion for 2021-2027

Contribution to the long-term health challenges by building stronger, more resilient and more accessible health systems

- Open calls for Project grants (cofunding)
- Open calls for tenders
- Operating grants to NGOs
- Direct grants



€95.5 billion for 2021-2027



€7.5 billion for 2021-2027

Supporting projects in key capacity areas such as: supercomputing, artificial intelligence, cybersecurity, advanced digital skills.

It supports industry, small and medium-sized enterprises (SMEs), and public administration in their digital transformation

HORIZON EUROPE

EURATOM

SPECIFIC PROGRAMME: EUROPEAN DEFENCE FUND

Exclusive focus on defence research & development

Research actions

Development actions

SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT*

Exclusive focus on civil applications



Pillar I EXCELLENT SCIENCE

European Research Council

Marie Skłodowska-Curie

Research Infrastructures

€ 44 billion for Pillar I



Pillar II GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

Clusters

- Health
- Culture, Creativity & Inclusive Society
- Civil Security for Society
- Digital, Industry & Space
- Climate, Energy & Mobility
- Food, Bioeconomy, Natural Resources, Agriculture & Environment

Joint Research Centre

€ 75,8 billion for Pillar II



Pillar III INNOVATIVE EUROPE

European Innovation Council

European Innovation Ecosystems

European Institute of Innovation & Technology*

€ 13.6 billion for Pillar III

WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

Widening participation & spreading excellence

Reforming & Enhancing the European R&I system

Fusion

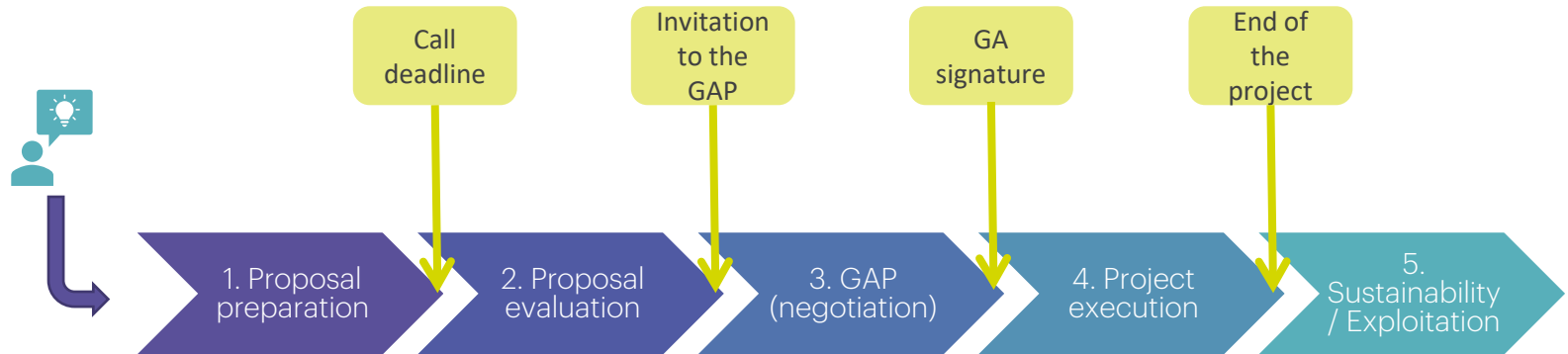
Fission

Joint Research Center

* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

Life cycle of EU projects

European project life cycle in a nutshell



*Project life cycle for a single stage proposal.

European proposals life cycle

Ideally ~ 2 months

Max 3 months



Draft topic texts



Start working on your ideas & onboard key/strategic partners

Call publication



EU Commission



Call templates & Infodays

Proposal building



Coordinator / Core Team



Submission



Applicant/ Coordinator



European project life cycle



3 independent EXPERTS

Evaluation proposal

Notification of Evaluation Outcome

Evaluation Summary Report (ESR)
Ethics Summary Report (EthSR)
Grant Agreement preparation
Declaration of Honour (DoH) signature

Coordinator +
Project Beneficiaries

Grant Agreement (GA) signature

Coordinator +
European Commission

Accession forms

Project
beneficiaries &
Affiliated Entities

Consortium Agreement negotiation

Consortium
partners



Key aspects of a proposal

Three basic pillars:

The project idea, the consortium, the work plan



1. IDEA – VISION / MISSION / AMBITION

- Determine the **priority / programme / topic** most suitable for our idea
- Define how much **adjustment** your idea needs to meet the topic requirements
- Start by describing the **unmet need and state of the art**
- Define **objectives** that are measurable and achievable - ambitious but realistic
- Identify the project **results, outcomes** and **impacts**

Concept note: abstract & main objectives

1. Create an abstract explaining the original approach of the project to address the problem identified in the call text. Include the vision and mission (1-3 pages)

2. Define the main objectives of the project (around 4-8 objectives)

3. Determine the duration and dimension (€) of the project and expertise needed

4. Agree on an acronym

Three basic pillars:

The project idea, the consortium, the work plan



2. CONSORTIUM - TEAM



- Build a European/international Consortium. Usually, the EC requires a minimum of **three countries** (*balance*)
- Pay attention to specific Consortium **requirements defined by the EC**: SMEs, third-country parties, patient organizations, SSH, regulatory and HTA bodies etc.
- **Be fast** to contact partners that are strategic to your proposal
- **Expertise**: Avoid **gaps**, but also **redundancies** and **duplication**

The Consortium

Internal characteristics of the consortium:

- Commitment
 - Interest in the project
 - “Need” of funding
 - Availability of resources
 - Capacity to collaborate and share
 - Knowledge of European Projects
 - Flexibility
 - Knowledge of the rest of partners
- Establish fluent internal communication dynamics from the beginning.





Expertise matrix

Define the expertise needed to implement the project and select partners that provide what is needed

Expertise	Partner 1	Partner 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 10	P 11
Clinical trials				●	●	●	●	●	●		
Ethics										●	●
AI modeling	●		●					●			
Data harmonisation		●	●						●		
xxx.		●	●		●	●					



Project Coordinator vs Project Partner

Project Coordinator

Project Partner

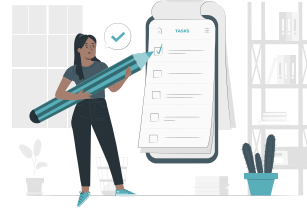
**P
R
O
S**



Leadership & Budgeting control



Visibility



Focus on your own tasks



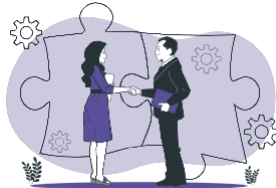
No administrative work



**C
O
N
S**



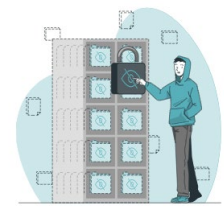
Huge work amount, resources & responsibility



Mediate conflicts



Less networking



Less visibility

Three basic pillars:

The project idea, the consortium, the work plan



3. WORK PLAN - IMPLEMENTATION

Break down the work necessary to achieve the **objectives** into essential components. Be thorough and do not take any step for granted.

- What are the main objectives of the project?
- In what concrete results should the achievement of these objectives be materialized?
- What specific tasks are necessary to obtain these results?
- What are the previous requirements for each task? (WPs interdependencies)
- What is the next step?

From the objectives to the workplan

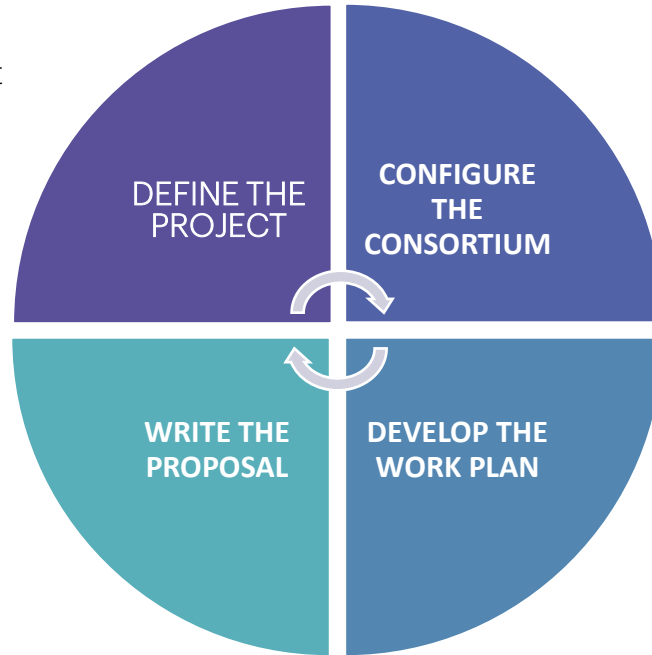


Planning and developing your submission



- Executive summary / Abstract
- Define scope
- Define effort, funding, timing
- Summarize in a title and acronym

- Get familiar with format & content required
- Writing, revision, formatting

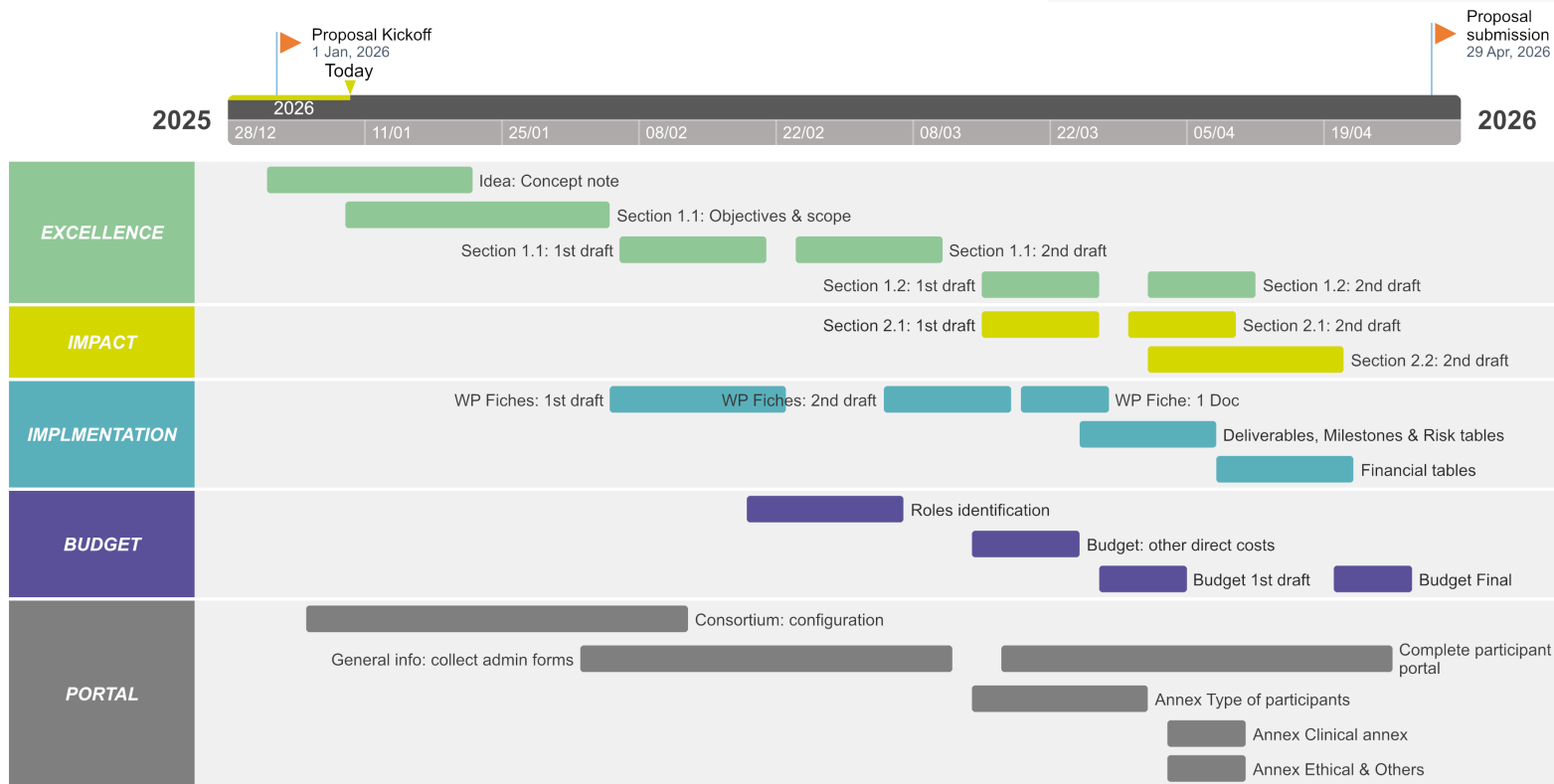


- Define the expertise
- Determine most suitable partners

- Establish the WPs and dependencies
- Define PERT chart (sequence)
- Define GANTT chart (timings)
- Define objectives, deliverables & milestones
- Define budget

ITERATIVE
PROCESS!

Proposal calendar



Writing the proposal

Proposal sections*



PART A (Portal)

- General Information
- Participants
- Budget
- Ethics & security

PART B (pdf)

- Excellence
- Impact
- Implementation

Annexes

- Essential info for clinical studies
- Budget
- Type of participants

** RIA example as gold standard. Proposal sections, structure, annex and page limits may vary from call to call*

Excellence section

1.1 Objectives & ambition

1.2 Methodology

Writing the Proposal

Excellence

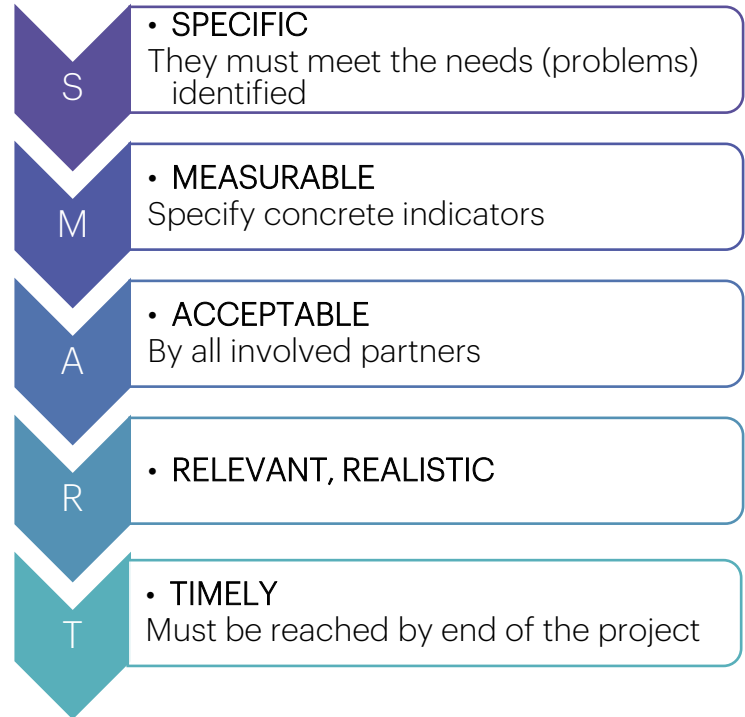
Do and don't

- Start with your **vision** and **mission** statement
- Be **ambitious**, but **realistic**
- Choose appropriate **methodology**
- Ensure to highlight the **innovation** potential
- **State of the Art** is paramount – do not repeat something already done
- Create **links** with previous networks / policies / projects
- Demonstrate **interdisciplinary** engagement
- Be **concrete** – avoid superficial descriptions



1.1 Objectives and ambition

- Imagine you are an Evaluator...
 - Be clear and focused
 - Start with a short description of the Idea
 - Countercheck with topic
 - Consistent with expected exploitation
 - Consistent with impact
- Describe the advance your proposal would provide **beyond the state-of-the-art**, and the extent the proposed work is **ambitious**.
- Describe where the proposed work is positioned in terms of **R&I maturity** (TRL scale)



1.2 Methodology



- Methodology is not a work plan, present it as a narrative.
- **How** we will achieve the objectives?
- **What challenges** we expect to overcome and **how**?
- Get support from **graphics, images**
- What makes the **right consortium** to solve it with this approach?
- Describe how the **gender dimension**, i.e. sex and/or gender analysis is taken into account in the project's content (mandatory).
- Explain how you will implement appropriate **Open Science** practices
- Whenever needed, explain **how the data/research outputs will be managed** in line with the FAIR principles.

Impact section

2.1 Project's pathways towards impact

2.2 Measures to maximise impact –

Dissemination, exploitation and communication

2.3 Summary

Pathway to Impact

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



From project activity to long term impact



What has
been
delivered?

Tangible or
intangible
effects of
the action

What has
been
achieved?

Quantitative
information
of change
resulting
from activity

What is the
change?

Long-term
changes
affecting
the
ecosystems
and society

Example 1



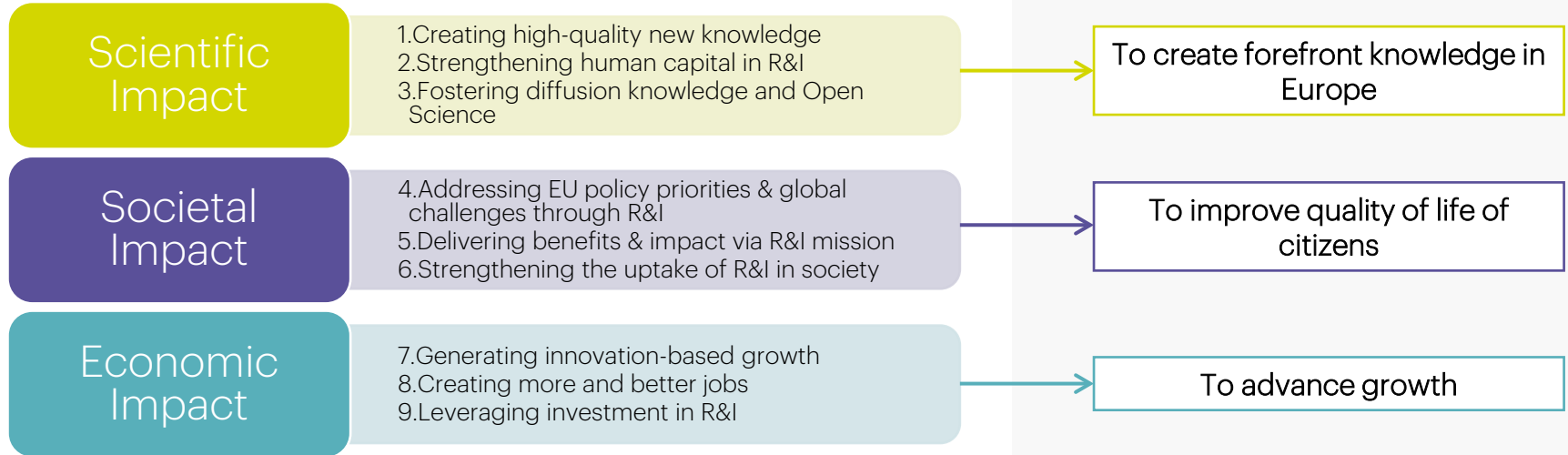
Coding education platform

Online training programmes

N° X girls learn to code and start building applications

Girls can find high-paid jobs in STEM careers.

Types of impact



Writing the Proposal

Impact



2.2 Measures to maximise the impact

Provide a first version of your **plan for the dissemination and exploitation** including communication activities (admissibility condition). A broader version should be provided within 6 months after signature date.

- **Communication:** The aim is to inform and reach out to society and show the activities performed, and the use and the benefits the project will have for citizens
- Should contain **concrete actions** to be implemented both during and after the end of the project
- Where relevant, specially for innovation actions, describe the measures for a plausible path to commercialise the innovations

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.



CD&E - Definition



COMMUNICATION

- Planned activities to **convey** vision, mission & expected outcomes & impacts.
- **Promote** activities & results. Focus on why and how.



DISSEMINATION

- Public **disclosure** of results.
- **New knowledge** made available free of charge (Open Science/Open Access).



EXPLOITATION

- **Make use** of results for commercial (IP), societal or political purposes.

CD&E – Audiences and Timing



COMMUNICATION

- All stakeholders, including general public and the media.

From project kick off to the end.



DISSEMINATION

- All who can learn from results: scientific community, authorities, industry, policymakers, interest sectors, society.

Once first results become available.



EXPLOITATION

- All who can take up results: scientists, authorities, industry, policymakers, interest sectors, civil society.

Once first results can be exploited, usually at project end & beyond.

Communication & Dissemination: from strategy to plan



Objectives, Key
concepts, Audiences

Channels and Tools

Calendar of activities

Strategy

Plan / Matrix

**Annual tactical
plan**

1. Define Vision and Mission
2. Create branding (project logo, image)
3. Establish general communication objectives
4. Identify key audiences
5. Build empathy map per audience
6. Develop key messages
7. Map each audience with specific communication objective and main message

8. Identify appropriate channels and tools (as per map of audiences)
9. Build matrix
10. Develop tools

11. Build SMART Plan
12. Agree on an Editorial plan to inform / complement SMART Plan content wise
13. Calendarise activities (proactive and reactive)
14. Monitor and Evaluate (KPIs)

C&D&E measures, just a tick the box element in your proposal?



- *Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a **distinct work package** on 'project management', and a **distinct work package** on 'dissemination, exploitation and communication activities'. Also, give due visibility in the work plan to 'data management', either with distinct tasks or distinct work packages.*
- *You will be required to include a **plan** for the dissemination and exploitation of results including communication activities', as a distinct deliverable within the **first 6 months** of the project. This plan should be **updated** during the project lifetime, as relevant. This plan should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned.*

Implementation section

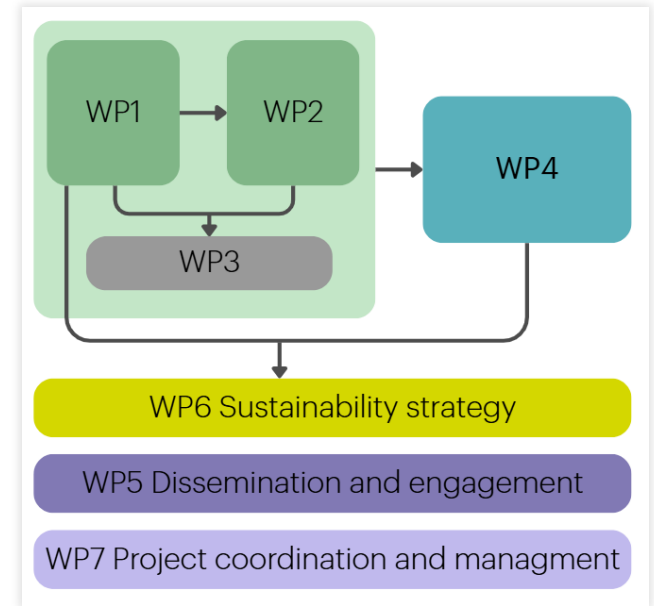
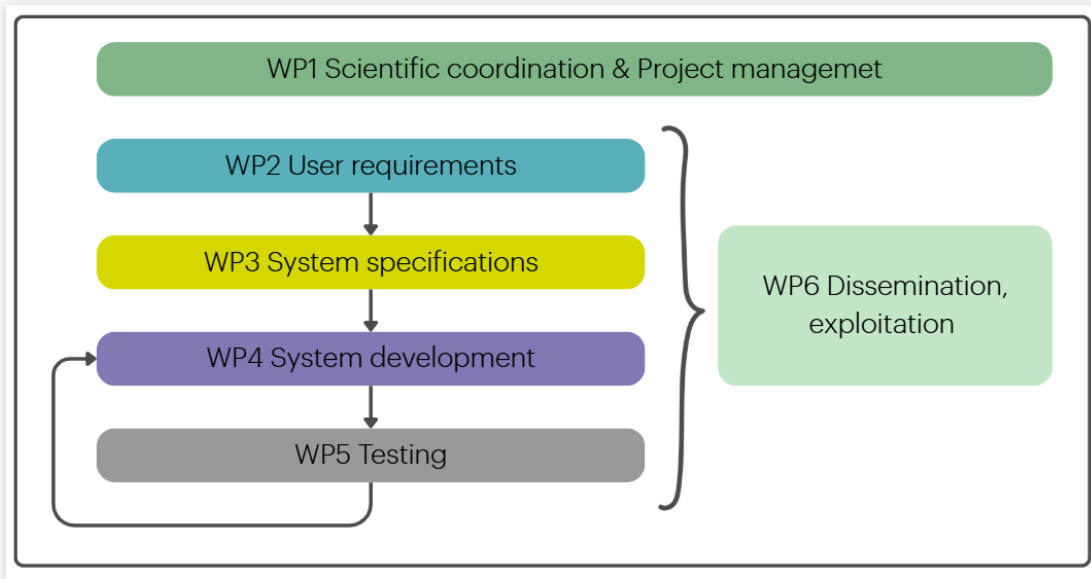
3.1 Work plan and resources

3.2 Capacity of participants and
consortium as a whole

PERT diagram

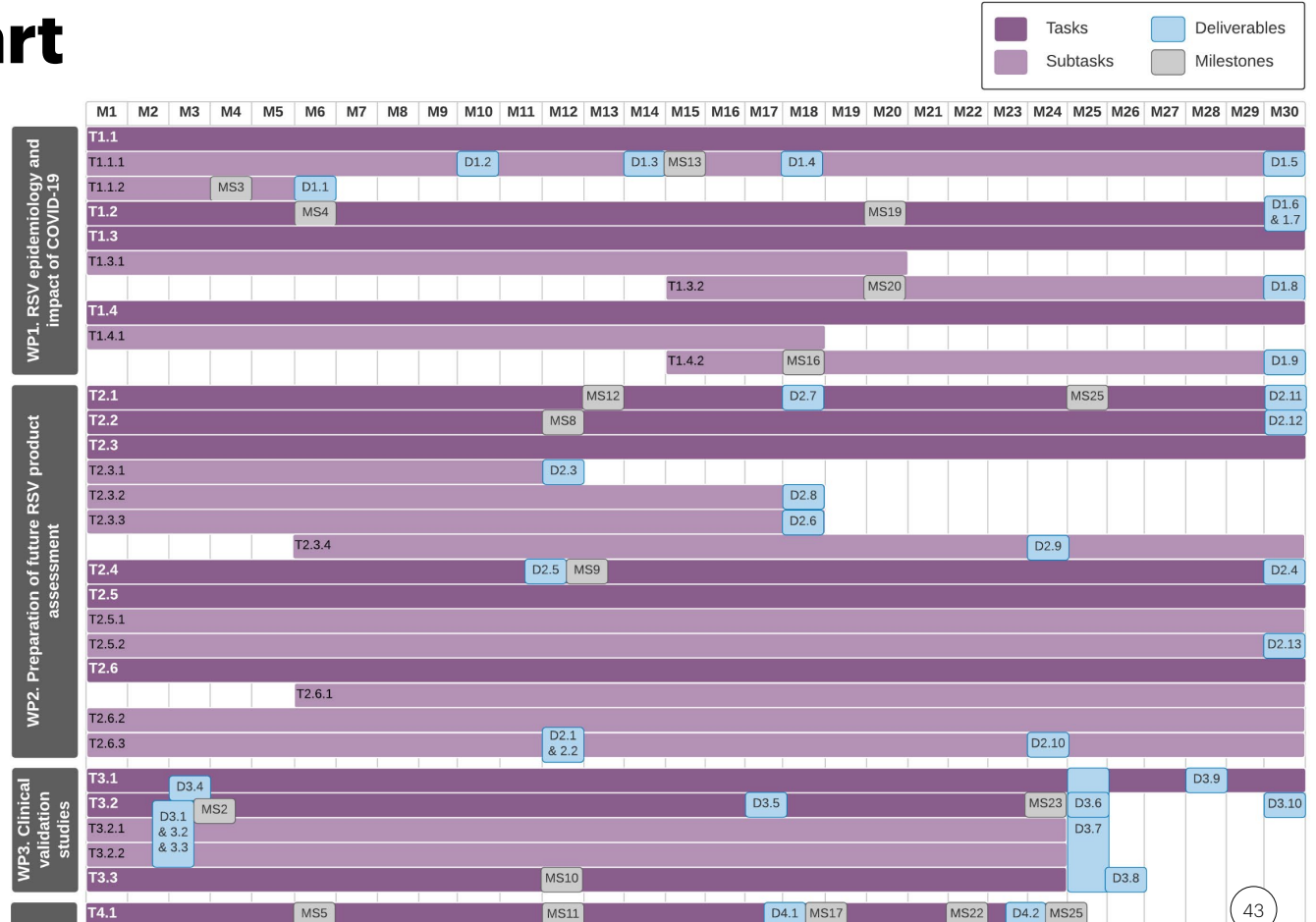


Figure showing the relationships between project components (WPs)



Gantt Chart

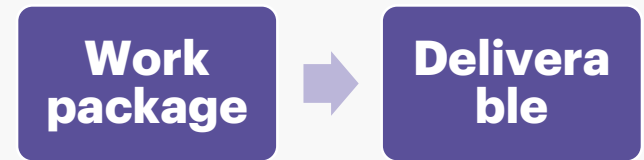
A Gantt chart is a graphical depiction of a project schedule. A Gantt chart is a type of bar chart that shows the start and finish dates of several elements of a project.



Deliverables

- Have realistic deliverables that will make the proposal successful but also capable to be implemented.
- **Type of deliverable:** R (report, document), DEM (demonstrator, pilot prototype, plan designs, DEC (websites, press&media actions, videos, etc), DATA (dta sets, microdata, etc.), DMP (Data mgmt plan), OTHER (software, technical diagrams, etc) or related to ethics or security.
- **Dissemination level:** PU (public, fully open. eg,. Web), SEN (sensitive, limited), R-UE/EU-R (EU restricted), C-UE/EU-C (confidential), S-UE/EU-S (secret).

A concrete, **verifiable output that demonstrates progress or results of a project task or work package**, and that is formally submitted to the European Commission



Deliverables **should be associated** to a work package and task!

Milestones

Milestones are control points where decisions are needed with regard to the next stage of the project.

- For example, a milestone may occur **when a major result has been achieved**, if its successful attainment is **required for the next phase of work**.
- Another example would be a **point when the consortium must decide** which one of several technologies to adopt **for further development**



Risk management

- **Definition of critical risk:** A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.
- **Likelihood to occur:** (Low/medium/high) The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.
- **Severity:** (Low/medium/high)
The relative seriousness of the risk and the significance of its effect.
- **Proximity in time**



3.2 Consortium as a whole



Strategic Composition



Excellence & Competence



Geographical Balance & EU Added Value



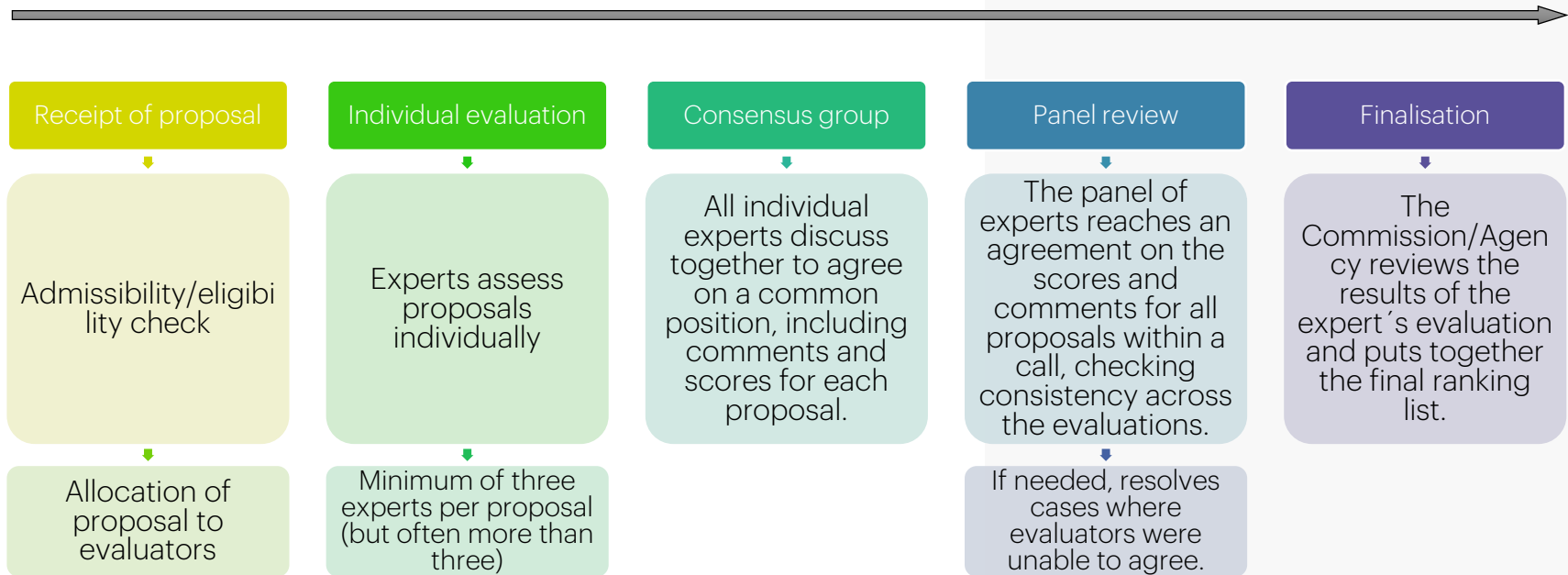
Capacity to Deliver Results



Engagement & Impact

Proposal evaluation

Standard evaluation process



Evaluation criteria

Criteria	Minimum threshold	Aspects to be taken into account
Excellence	3/5	<ul style="list-style-type: none">• Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious, and goes beyond the state of the art.• Soundness of the proposed methodology, including the underlying concepts, models, assumptions, inter-disciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.
Impact	3/5	<ul style="list-style-type: none">• 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.
Quality and efficiency of the implementation	3/5	<ul style="list-style-type: none">• Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.• Capacity and role of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.

Does my idea fit in the
Project Call?

Call analysis example

Find the call topic



EU Funding & Tenders Portal

Sign in

EN

- Home
- Funding
- Procurement
- Projects & results
- News & events
- Work as an expert
- Guidance & documents

Search...



Home > Funding > Calls for proposals > Nutrition and Mental Health

Nutrition and Mental Health

HORIZON-CL6-2025-02-FARM2FORK-12

Topic Call for proposal

Internal navigation

- General information
- Topic description
- Topic updates
- Destination
- Conditions and documents
- Budget overview
- Start submission
- Topic Q&As
- Get support

General information

Programme

Horizon Europe (HORIZON)

Call

Cluster 6 Call 02 - single stage (HORIZON-CL6-2025-02)

Type of action

HORIZON-RIA HORIZON Research and Innovation Actions

Type of MGA

HORIZON Lump Sum Grant [HORIZON-AG-LS]

Closed

Deadline model

single-stage

Opening date

06 May 2025

Deadline date

16 September 2025 17:00:00 Brussels time

Topic description

Expected Outcome:

The successful proposals will contribute to one of the challenges highlighted in the updated Food 2030 report, particularly under the Food 2030 pathway 7 "Nutrition and Sustainable Healthy Diets"^[1], on how inadequate intakes, malnutrition and unhealthy diet affects people's mental health and well-being...

Show more

Understand the call topic



General Topic structure: Specific conditions / → Expected outcomes / → Scope /

Topic example: HORIZON-CL-2025-FARM2FORK-12: [Nutrition and Mental Health](#)

Specific conditions

Expected EU contribution per project

The Commission estimates that an EU contribution of around EUR 5.00 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 10.00 million.

Type of Action

Research and Innovation Actions

Understand the call topic

Expected Outcome:

The successful proposals will contribute to one of the challenges highlighted in the **updated Food 2030 report**, particularly under the Food 2030 pathway 7 "**Nutrition and Sustainable Healthy Diets**", on how inadequate intakes, malnutrition and unhealthy diet affects people's mental health and well-being.

They will contribute to the Commission communication on a **comprehensive approach to mental health** published in 2023 and to the **Healthier together - the EU non-communicable diseases (NCD) initiative** presented in June 2022.



Understand the call topic

Project results are expected to contribute to all the following expected outcomes:

- healthy diet is improved and the effects of unhealthy diets on mental health in **children** (above 36 months), **adults** (above 18 years old) and **older population** (above 65 years old) under **different social and economic context** for a European comprehensive overview are better monitored;
- knowledge is enhanced to improve nutrition in **individuals with mental health disorders** to ensure better health and longevity conditions;
- science-based communication to **policymakers and various professionals** is improved and the understanding of the interlink between a healthy diet, nutrition and mental health wellbeing, in the children, adult and older population, is facilitated;

Understand the call topic

Background / problem



Scope:

Mental health has become a major issue of public health, and economic and social concern across Europe. A healthy dietary pattern can affect mental health and well-being through anti-inflammatory, antioxidant, neurogenesis, microbiome- and immune-modifying mechanisms, as well as through epigenetic modifications. A good nutritional status is important for maintaining normal body function and adequate growth and development and preventing or mitigating the dysfunction induced by internal or external factors. **Environmental psychology** has demonstrated the positive impact of healthy nutrition on self-perception, self-efficacy, and successful relationships, as well as on several psychological constructs.

Moreover, alteration of the microbiome could also have an impact on neurodevelopment and neurodegenerative disorders as microbiome has been linked to several mental illness such as depression, bipolar disorders, schizophrenia.

Understand the call topic

Objectives, Workplan



The proposals should address all the following activities:

- establish the specific food groups, beverages, macro and micronutrients needed in a daily diet (from food sources or to be integrated to the daily diet) to prevent the development of mental health disorders in Europe through interviews and literature review.
- establish, through a *mapping of the most recent research and innovation projects*, the 3-axis 'diet-gut microbiome-host-health' interplay to elucidate some molecular mechanisms and the causal relationship between changes in the gut microbiome and some mental health disorders (biomarkers if relevant)
- provide recommendations and develop specific communication materials for prevention campaigns,

Understand the call topic

The proposals must implement the 'multi-actor approach' and ensure adequate involvement of all relevant stakeholders and value chain actors **including industry, nutritionists, healthcare professionals, scientists, patients, consumers associations**. **The active participation and engagement of different stakeholders** should span the entire project development and implementation to ensure performance and sustainability and maximise the final impact.

The proposals should involve the effective contribution of **SSH disciplines**.

Where relevant, the proposals could consider **complementarities and avoid duplication with other related funded projects**. In particular ERA4Health partnership and the Nutribrain call topic 116 and JPND's ERA-NET Cofund (JPcofund2) and the project 'EURO-FINGERS multimodal precision prevention toolbox for dementia in Alzheimer' s disease', which included nutritional guidance (Call - Better Health and care, economic growth and sustainable health systems (H2020-SC1-BHC-2018-2020)).

10 TIPS FOR WRITING EUROPEAN PROJECTS



1. Without ideas, there is nothing

An excellent proposal must be based on an excellent idea. The lack of an inspiring project idea is very difficult to overcome, therefore not advisable to artificially adapt the project idea to the call priorities.



2. Learn by heart the rules of the game

You should spend time learning about the call characteristics. Review carefully the guidelines and templates that are published together with the call.



3. What we will do in the project / what we will NOT do in the project

Define the scope of the project as early as possible. Be clear and avoid ambiguities. Balance ambition and realism.

General objective, Specific objectives, Work Breakdown Structure, Deliverables & Milestones



4. The first impression really makes a difference

The first section refers to project objectives, concept and rationale of the project. It has a clear impact on the opinion of the evaluators about our project. The text should grab you like a (good) novel!



5. Choose the right partners

A consortium should be formed by all partners needed to satisfactorily execute the project (no more, no less).



6. Being good is not enough, proposals have to “look” good

Do not disregard the formal aspects of the proposal. (Un)Surprisingly, proposals tend to contain a high number of formal errors. This could be easily avoided.



7. The right information in the right place

Make an initial effort to segment the project information to avoid duplicities and inconsistencies across the proposal.



8. An excellent project needs an excellent governance

The governance structure will enable the decision-making process in the project, which should be agile but ensuring enough consensus among partners.



9. Transparent budgeting

Always relate budget to work (effort – persons/month). Avoid “political” distribution of budget. Be transparent and share the budget information with the consortium. Explain the rationale behind the figures in the proposal.



10. Do not believe in urban legends

“Expert advice” cannot substitute preparing a solid proposal. Do not overestimate the political component of European projects. “Recommendations” should only be included in your project if they fit naturally.