

FUNDED

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Cybersecurity in the EU: A strategic priority for 2021-2027



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Dear Readers

We are excited to bring you the second issue of FUNDED EUROPE at a time when long-discussed programmes and funding instruments are finally concretising into opportunities. Over the summer, many European Member States received approval of their Recovery Plans by the European Commission and advanced funding allocations to enable the implementation of critical reforms and investments. Additionally, many of the European programmes funded under the new Multiannual Financial Framework (for the period 2021-2027) are now operative, with numerous calls for applications already open.

In this issue, we continue to examine some of the principal EU funding programmes, highlighting their priorities and the potential opportunities available for applicants in the public and private sectors alike, and we also examine some national programmes and trends in select European countries.

In our cover article, Marie Christine Noujaim describes how cybersecurity has emerged as a strategic priority for the EU over the past few years, and particularly so as a response to the sudden shift to remote working and learning during the Covid-19 crisis. Marie's article highlights some of the key EU programmes with a substantial cybersecurity focus. Small and Medium Enterprises are a key dimension of this effort, as the EU recognizes the critical role they play in the European economy. The EU's commitment to supporting innovation among SMEs is examined, from a different perspective, in Milena Marchesi's article on the European Innovation Council. Taking on another key EU funding programme, Vanessa Del Pozo Sánchez analyses the thematic foci of the LIFE Programme in the context of the priorities set out in the European Green Deal.

Recognizing that European grant programmes, but also most national and regional ones, require competitive applications built around a proposed project, Milena Marchesi's article "How to design a project and develop a successful grant proposal" walks our readers through the process of conceptualizing and developing a fundable project. In a similar vein, Robert Flood outlines the key steps of proposal development, particularly for grants that require applicants to form a consortium.

Turning to the national level, Gregory Clare writes precisely about the benefits of consortia in relation to the Dutch funding landscape, providing a wealth of useful tips for potential applicants (article in Dutch). Writing about new funding prospects in Poland, Magdalena Mannevel focuses in on shifts related to the new European funding cycles and their implications for Polish entrepreneurs. Charlotte von der Brelie closes up the analysis of national programmes with a look at the German Hospital Act, which aims to fund the digitalisation of hospitals.

We hope you find this edition of Funded Europe helpful and informative and we look forward to continuing to provide you with timely analysis and grant-seeking tips in our next issues.

Sincerely,
Milena Marchesi
Editor

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Cybersecurity in the EU: A strategic priority for 2021-2027

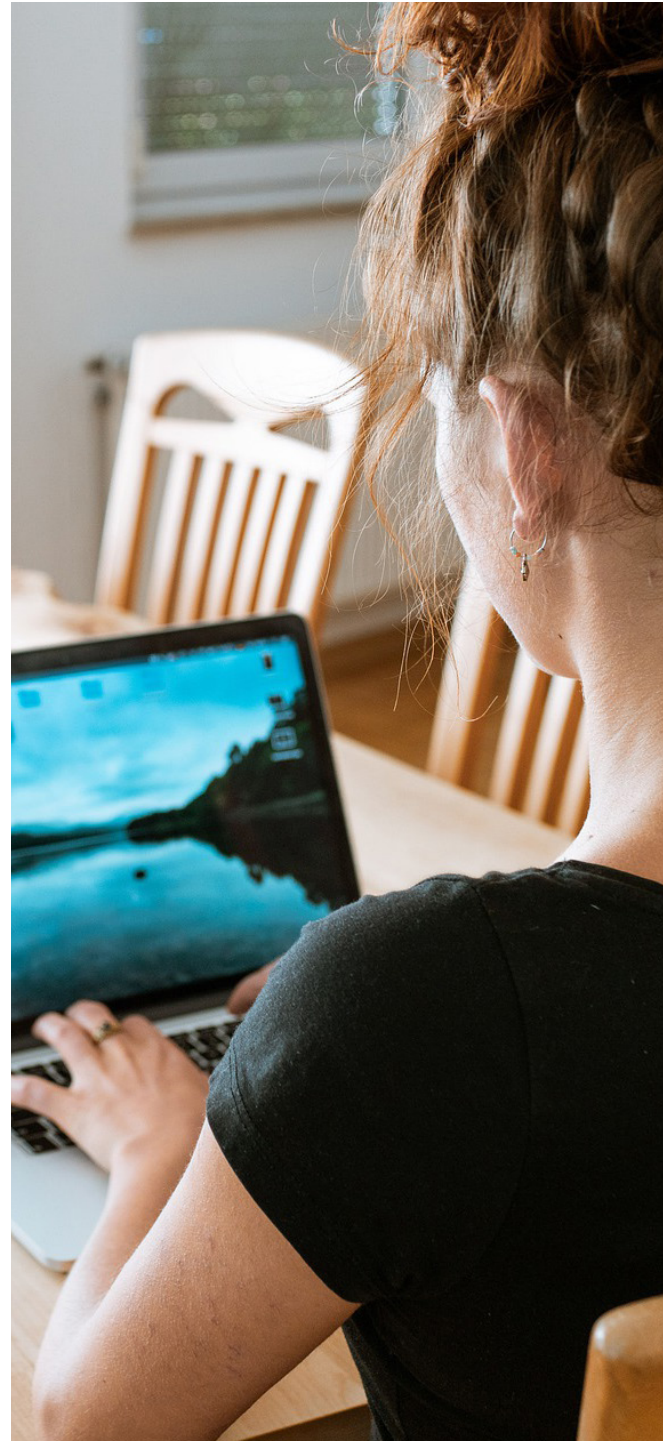
Marie Christine Noujaim

Our increasing dependence on digital services and new technological developments, such as the proliferation of interconnected devices (IoT) or of the Cloud, has brought the importance of cybersecurity to the fore. Over the past few years, the EU has turned its attention to this increasingly strategic issue. In 2019, the [EU Cybersecurity Act](#) was approved, which requires Operators of Essential Services (OES) and digital service providers (DSP) to abide by certain cybersecurity requirements. The Act also granted a permanent mandate and larger budget to the European Network and Information Systems Agency (ENISA).

The Covid-19 crisis has brought the challenges and risks related to our increasing dependence on digital technologies into even starker relief as businesses, services and education suddenly had to shift to connectivity and cloud solutions to enable remote working, distance learning, and even access to

Companies, public administrations and educational institutions were forced to suddenly move to remote work.

critical healthcare services. With this shift, unsurprisingly, came increased vulnerability and an intensification of incidents of fraud, data theft, ransomware attacks, hacking, and phishing. According to the “[Cyber Attack Trends : 2021 Mid-Year Report](#)”, cyber-attacks increased by 36% in Europe in the first half of 2021. Moreover, the Europol’s 2021 “[Serious and Organised Crime Threat Assessment](#)” recently shed light on the notable increase of ransomware attacks on public institutions and large companies. At the end of 2020, the commission presented a new [EU Cybersecurity Strategy](#) that emphasises the importance of transnational and unified action. ENISA’s priorities include building cyber resilience, fighting cybercrime, boosting cyber diplomacy, strengthening cyber defenses, supporting research and innovation and protecting critical infrastructure



Cybersecurity has come to the forefront as an issue, particularly as fraud, data theft, ransomware attacks, hacking, and phishing have intensified.

In response to these dynamics, in the 2021-2027 funding cycle the EU will support its cybersecurity objectives through substantial funding across various funding programmes, such as Digital Europe, Connecting Europe Facility second generation (CEF2) and Horizon Europe. Although these programmes all fund cybersecurity related projects, they do so with different priorities:

Programme 1:

The new [Digital Europe programme](#) will pave the way for and supports the digital transformation of Europe's society and economy for the benefit of citizens and businesses. It also aims at accelerating recovery. One of its featured components refers to cybersecurity. More specifically, this programme will help the EU achieve a high common level of cybersecurity by investing in building European cybersecurity infrastructures, promoting the widespread deployment and take-up of state-of-the-art cybersecurity practices and equipment. Ultimately, these important actions will be building the EU's digital sovereignty.

Programme 2:

The [Connecting Europe Facility](#) second generation (CEF2) will fund infrastructure investments in digital connectivity projects, transport and energy. The CEF2 Digital programme in particular will support the completion of the Digital Single Market by connecting Europe through Digital Service Infrastructures (DSIs) bridges and will catalyze investments in digital connectivity infrastructures of common interest. Sector-specific DSIs will deploy composite trans-European digital services based upon mature technical and organizational solutions including Cybersecurity, eProcurement, eHealth, eJustice, Online Dispute Resolution, Europeana, Safer Internet and Open Data.

Programme 3:

Cybersecurity is also addressed in Horizon Europe. Specifically, grants focused on cybersecurity can be found in the cluster "[Civil security for society](#)". Projects that will be funded under this thematic focus will address the challenges of persistent security threats, including cybercrime.

A sample of Horizon Europe calls under this topic includes:

1. Dynamic business continuity and recovery methodologies based on models and prediction for multi-level cybersecurity (HORIZON-CL3-2021-CS-01-01);
2. Improved security in open-source and open-specification hardware for connected devices (HORIZON-CL3-2021-CS-01-02);
3. AI for cybersecurity reinforcement (HORIZON-CL3-2021-CS-01-03);
4. Scalable privacy-preserving technologies for cross-border federated computation in Europe involving personal data (HORIZON-CL3-2021-CS-01-04).



Actions are currently being deployed in the European Union to strengthen cyber defense and build cyber resilience.

As with most European programmes, these grants support innovation and proposals must be articulated around a [well-developed project](#) in which cybersecurity solutions can be integrated.

The landscape of funding opportunities currently being deployed in the momentum of the EU cybersecurity strategy is quite broad, though generally speaking funders like to support research and innovation projects. This doesn't mean that entities like SMEs should not consider this kind of funding, however. Recognizing the significance of SMEs to the European economy, the European Commission is also committed to supporting both the cybersecurity industry and the cybersecurity of SMEs in Europe. One example is the establishment of the [European Cybersecurity Competence Centre](#) and its network of national counterparts (the Network of National Coordination Centres, or NCCs). Individual member states of course also have programmes that support cybersecurity innovation and awareness.

With cybersecurity emerging as a critical policy and economic concern in the European Union, we are poised to see varied funding opportunities to support the development of innovative solutions and their upscaling, the improvement of digital skills, and, at the national and local level, the implementation of cyber solutions.

Are you an innovative start-up or SME? The European Innovation Council may be the program for you!

Milena Marchesi

[The European Innovation Council \(EIC\)](#) represents a fantastic opportunity for innovative SMEs, start-ups or research spin-offs working to develop high-risk and path-breaking innovations at different stages of development. The EIC is also a great

Small and Medium Enterprises (SMEs) are the backbone of the European economy.

resource for women innovators because of its commitment to address gender imbalances in the entrepreneurial world. The EIC Accelerator program, for example, aims to have 40% of the companies invited to the interview stage to be lead by women.

Part of the Innovative Europe component of Horizon Europe, the EIC was successfully piloted in 2018. Some of the projects supported by this early iteration of the programme include: [FLIPT](#) - How to replace plastic with the creation of sustainable and resistant fibre (EU contribution: € 3.741.870), [Neurotwin](#) - Technological breakthrough improving the lives of people suffering with epilepsy (EU contribution: € 17.5 million), and [VIROFIGHT](#) - How nanotechnology fights viruses (EU contribution: €3.880.940).

In the 2021-2027 financial framework, the EIC becomes the European Union's most important programme for innovation in the private sector, bringing together funding instruments previously aimed at SMEs, such as the [FET](#) programme (Future & Emerging Technology) and the [SME Instrument](#). The EIC's budget for the 2021-2027 period is 10.1 billion euros.

EIC FUNDING INSTRUMENTS

The EIC is articulated into three main funding schemes: the [EIC Pathfinder](#), [EIC Transition](#) and [EIC Accelerator](#). The Pathfinder and Accelerator programmes support ground-breaking innovations, but at different stages of development and [Technology Readiness Levels \(TRL\)](#): the Pathfinder funds

research up to proof-of-principle and the Accelerator takes it all the way to market and scale-up. The EIC Transition, at least for the 2021-2022 period, only funds projects that have already been supported by other EU programs with the aim of furthering their commercial development and uptake. The high-risk nature of the innovation is a key characteristic of EIC funded projects, especially the Accelerator, because it is precisely the difficulty of securing private investors that justifies the need for EU funding.

Each instrument includes "Open Calls", which as the name suggests are open to a broad range of research-based innovations, and "Challenges", which hone in on particular themes. All of these instruments are highly competitive, which makes it critical for applicants to understand what is fundable and to prepare an excellent application that highlights both the game-changing nature of their proposed innovation and the team's competencies.

Understanding the aims and requirements of each of the three EIC instruments is the first step for anyone approaching the programme with an eye on seeking funding.

EIC Pathfinder

The EIC Pathfinder supports the development of emerging, cutting-edge and high-risk breakthrough technologies at a TRL between 1-3, in other words, between the formulation of the principle and the experimental proof of concept phase. Similarly to other Horizon funding schemes, the Pathfinder instrument foresees applications from a consortium of three different Member States, although in some cases teams from an individual country or a consortium of two countries can also be eligible to apply. As with all other EIC funding instruments, the EIC Pathfinder includes Open Calls and Challenge-driven calls. The themes of the EIC Pathfinder challenges for 2021 are: Awareness Inside, Emerging Technologies in Cell and Gene Therapy, Novel Routes to Green Hydrogen Production and Engineered Living Material.

The average grant award for the EIC Pathfinder instrument is around €3 million and finances 100% of eligible expenses.

EIC Transition

The EIC Transition picks up where the Pathfinder leaves off by funding innovations beyond the proof of principle stage, such as the demonstration of a real-world application of an innovation or the development of a business case with an eye to commercialization. Eligible applicants include individual SMEs, spin-offs and start-ups, research organizations and universities or small consortia of a maximum of five partners.

However, the EIC Transition has a very specific aim: to further support innovations that have emerged from projects previously funded by the EIC Pathfinder, [Horizon 2020 FET-Open](#), [FET-Proactive](#), [FET Flagships](#), [FET ERAnet Cofund](#) and the [European Research Council Proof of Concept](#) grants. This [limitation](#) means that the EIC Transition is only open to a limited pool of applicants. It is quite possible that the EIC Transition programme will broaden its eligibility going forward so it is worth keeping an eye out on this instrument as well.

Funding for the EIC Transition is mostly available via open calls rather than challenge-driven calls. EIC Transition awards are in the range of € 2,5 million and cover 100% of eligible expenses.

EIC Accelerator

The EIC Accelerator funds the final stage of the development of pioneering innovations and their scale-up (TRL 5/6 – 9), from validation in a relevant environment to proven operation in an operational environment. Like the other instruments, SMEs and start-ups and spin-offs are eligible, but under certain circumstances it is also possible for small mid-caps (up to 500 employees) to apply. Like the Transition instrument, the Accelerator doesn't require consortia, which means SMEs/start-ups or spin-offs need not construct a consortium.

Funding-wise, the EIC Accelerator offers a blended financing scheme that includes a mix of grants and equity investments ranging from € 500.000 to € 17,5 million. Depending on the level of development of the innovation for which funding is sought, it is possible to request grant-only or grant-first funding (up to € 2,5 million) or the investment-only funding component (from € 0,5 to € 15 million). Note, however, that the grant and investment components are targeted to different activities: grants are available to support innovation activities between TRL 5/6 and 8, covering 70% of eligible expenses. The investment component, on the other hand, supports activities related to TRL 9 (deployment and scale-up). Applicants requesting grant-only funding must show that they can support the scale-up phase of development without undermining their case that the innovation is too risky to secure private investors.



In addition to an AI-guided application process, the EIC Accelerator also provides three days of business acceleration coaching to applicants who have passed the short application phase.



The EIC is also a great resource for women innovators because of its commitment to addressing gender imbalances in the entrepreneurial world.

HOW TO APPLY?

The application process varies by funding instrument. EIC Pathfinder and Transition applications have single, fixed deadlines while the Accelerator accepts short applications on a rolling basis, with fixed deadlines three times a year for the final application. The EIC Pathfinder 2021 deadlines have closed for 2021. The EIC Transition deadline is September 22, while the EIC Accelerator full application deadline is October 6. More calls will open in 2022. Applications can be accessed through the European Commission's [Funding & Tender Portal](#).

As with other Horizon funding, applications will be assessed according to the evaluation criteria of Excellence and Impact. EIC Pathfinder and Transition applications are also evaluated in terms of Quality and Efficiency of Implementation. The EIC Accelerator is evaluated in terms of Excellence and Impact as well as Level of risk, implementation and need for EU support.

Short & Long Applications

The EIC Accelerator application process starts with a “short” application. The short application first requires an assessment (Diagnostic Module) of the originality of the innovation, which is conducted by an AI platform. The platform compares the applicant's proposed idea with the scientific literature, existing patents as well as other criteria and returns an assessment in the form of a rating on the innovativeness of the proposal and its market-readiness. This rating will be made available to evaluators. The platform will also direct applicants to other potential sources of funding, some of which may be more appropriate to their project than the Accelerator.

The short application requires the completion of a 5-page form, a 10-slide pitch-deck and a 3-minute video pitching the team. This application is evaluated relatively quickly, in around 4 weeks. Applications receiving a GO from at least 2 out of the 4 evaluators are eligible to submit a full application to one of the Accelerator application deadlines within a 12 month period.

If they receive a “GO” by the evaluators of the short application, applicants are eligible to submit the long application. Unsurprisingly, this second round application is more involved, requiring also the development of a full business plan—a process that is guided by the AI-based platform—a more detailed pitch-deck and the filling out of a Financial Annex. Long applications that are positively evaluated move on to the interview stage.

This application process is mapped out in very accessible terms in the [EIC Accelerator Guide for Applicants](#).

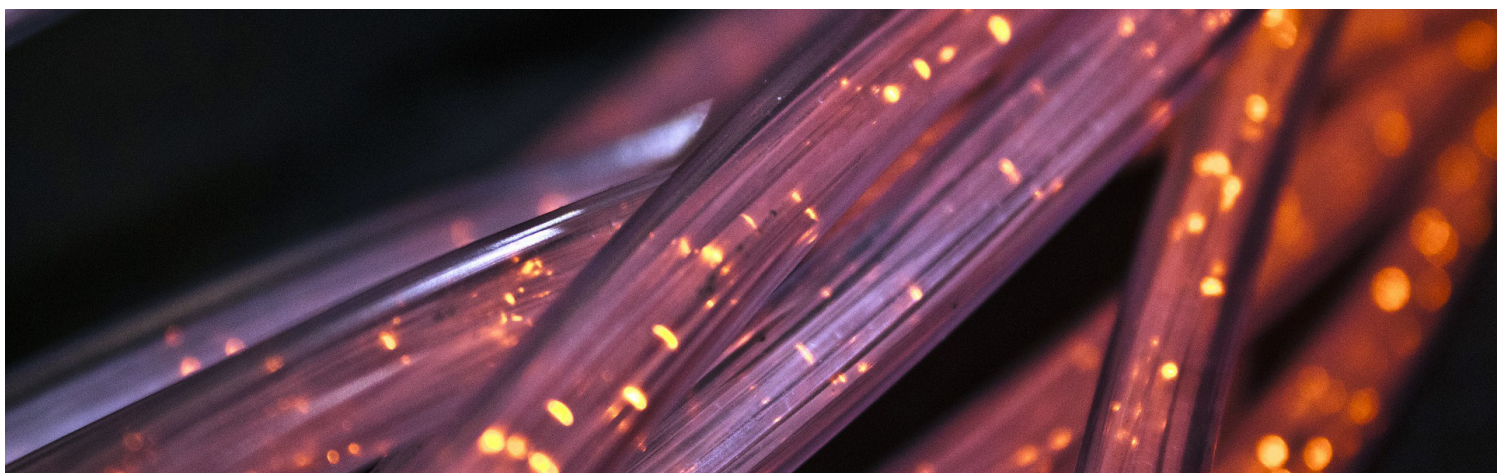
The EIC also provides applicants at the long application stage with three days of business acceleration coaching. Another important source of support in the application development stage are the [National Contact Points](#). In addition to providing practical information and insightful interpretations of the guidelines, they can review both short and long application proposals.

NEXT STEPS

The 2021 deadlines for the various EIC instruments have passed or will soon close (EIC Pathfinder: 27 October; EIC Transition: 22 September; EIC Accelerator: Short applications can be submitted at any time, long applications: 6 October). However, the EIC Programme is just getting started and more calls will open in 2022. Applicants can expect the Open Calls to be quite similar to the calls issued in 2021 while Challenge-Driven calls will likely vary though we can expect the themes to remain related to the European Union's priorities for 2021-2027, namely innovations in the area of health, technology and the environment. This means that there is no better time for highly innovative European SMEs to become acquainted with the EIC, identify the appropriate instrument for their project and begin to develop their application.

EU Program Snapshot

Fibre in Water: Improving access to advanced broadband and mobile services via drinking water mains (UK)



SUMMARY

The Fibre in Water: Improving Access to Advanced Broadband and Mobile Services via Drinking Water Mains (FiW) project is to pilot and facilitate delivery of advanced broadband and mobile services via drinking water mains. This will help to align policy, regulation and commercial interests across five Government departments, multiple agencies as well as the private sector in the water and telecoms industries.

Fibre in Water (FiW) will allocate up to £4 million of R&D funding to projects that develop and build a pilot to facilitate delivery of advanced broadband and mobile services via drinking water mains.

There is up to £4 million of funding available from the Department for Digital, Culture, Media & Sport (DCMS) in this competition. Grants up to £4 million will be made available to individual projects. DCMS may opt to award one or more grants from the fund.

ELIGIBILITY

This competition is open to applications from consortia of two or more members with funding available for activity taking place in the UK.

DEADLINE

The application deadline for this competition is October 4, 2021.

FOR MORE INFORMATION

<https://www.gov.uk/guidance/fibre-in-water-improving-access-to-advanced-broadband-and-mobile-services-via-drinking-water-mains>

How to turn ideas into sustainable actions: A deeper look at the LIFE Programme

Vanessa Del Pozo Sánchez

Amid a pandemic that has collapsed the health systems of many countries, killed an estimated 4.5 million people, affected the global economy, and slowed travel, we find other disasters that have added to the misfortunes of the past two years.

These disasters include devastating floods in Belgium and Germany, wildfires in countries such as Italy and Greece, increasing extreme weather, warming oceans, greenhouse gas concentrations at record levels, receding glaciers, and an extensive list of other key climate-related indicators that are continuing to rise.

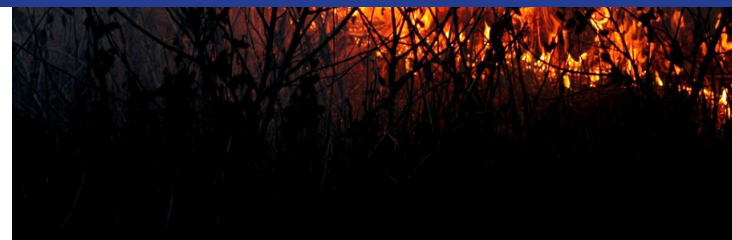
According to the Intergovernmental Panel on Climate Change, all these disasters are related to climate change, so understanding the problem, finding solutions, and investing in ecological sustainability is paramount to prevent future disasters and promote adaptations for the future that awaits us.

As early as 1992, the European Commission created the LIFE Programme in response to the environmental disasters observed since the late 80s. The aim of this early iteration of the LIFE Programme was to contribute to the creation, implementation, updating, and development of EU climate and environmental policies.

So far, the programme has had 5 phases. For the 2021-2027 period, the program is focused on contributing to and fulfilling the objectives of the European Green Deal, which include improving energy-efficiency, fostering a renewable energy-based- and climate-resilient economy, protecting and improving the quality of the environment, and deaccelerating and reversing biodiversity loss. Building on these commitments, the LIFE Program's key objectives focus on sustainability and quality of life, climate change mitigation and adaptation, circular economy, nature and biodiversity, and clean energy transition. The Program has a budget of 5.43 billion EUR.



Investing in ecological sustainability is paramount to prevent future disasters and promote adaptations for the future that awaits us.



To achieve these goals, the programme supports projects that:

- Develop and demonstrate eco-innovative techniques and approaches
- Help to implement and enforce plans and strategies in compliance with EU legislation
- Promote best practices and behavioural changes
- Catalyse the large scale deployment of successful solutions
- Legislate and create policies to support the development, monitoring and enforcement to implement these solutions in EU Member States

Moreover, LIFE will also expand into four sub-programmes:

Sub-programme Nature and Biodiversity

A major part of the success to the LIFE programme comes from this sub-programme, as it contributes to reversing biodiversity loss, supports the Natura 2000 network and Prioritised Actions Frameworks (PAF), and mainstreams Nature and Biodiversity projects into other policies and financing programmes.

The projects that can be considered as winners are aimed to support nature conservation and restoration, taking initiatives for species protection, ecosystem restoration, invasive alien species; integrated implementation of PAF and Biodiversity Strategy; and with the focus in Overseas Countries and Territories, and Outermost Regions.

The LIFE programme has a budget of 5.43 billion EUR for the protection of the environment and climate.

Sub-programme Circular Economy and Quality of Life

Unlike previous years, the programme is not just financing innovation and development projects, but also actions to achieve a green and circular economy, such as: reduce noise and air and chemicals pollution, and manage marine and coastal areas, soil, waste, water, and the urban environment.

To support these actions, successful projects will encourage the participation of public authorities and other stakeholders that are implementing EU environment legislation, research institutes that are developing technologies and solutions ready to be deployed in close-to-market conditions at industrial or commercial scale and companies and SMEs for close market projects. Also eligible for support are entities of any kind working in integrated projects in areas such as the circular economy, promoting upscaling and access to finance.

Sub-programme Climate Mitigation and Adaptation (CNEA)

This sub-programme has a strong connection with projects for the transformation of the EU into a climate-neutral and climate-resilient society, especially through renewable energies and energy efficiency projects.

On the one hand, projects must contribute significantly to the implementation of the 2030 energy and climate policy, the EU member States' National Energy and Climate Plans and the European Union's mid-century and long-term Climate and Energy Strategy. On the other, projects selected will be the ones carrying the national implementation of previous solutions that the EU has accepted as part of the Green Deal strategy.

Sub-programme Clean Energy Transition

This sub-programme is a new addition. Its aim is to favour to the creation of market and regulatory enabling conditions in the EU for the energy transition.

Actions that focus on the digitalisation of services, investment mobilisation, upskilling, the removal of market barrier, awareness raising, education, and boosting sustainable energy will be supported. The programme will prioritise facilitating already existing technologies for renewable energy and energy efficiency instead of new research and development. If your interest is more in R+D, then the Horizon Europe programme is probably a more relevant option.

FORMS OF FUNDING

In the past, the programme has allocated funding mostly through calls for proposals and to a lesser degree via procurement, prizes, and blended financing. However, the present programme will be grants-based only, with a distinction between Action Grants and Operating grants as follows:

1. Standard Action Projects

These action projects are aimed to develop, demonstrate and promote innovative techniques, methods, and approaches of the solutions included in the 4 subprogrammes and for the development or implementation of new legislations.

2. Strategic Nature Projects (SNAPs)

Focuses on the implementation of the Prioritised Action Framework according to the Habitats Directive and other plans or strategies adopted at an international, national, regional, or multiregional level by nature and biodiversity authorities.

3. Strategic Integrated Projects

These projects can be divided into 2 main separate groups: the first one addresses any type of projects focused on circular economy, waste, and air pollution, at National or Regional levels; the second includes National or regional strategies to mitigate climate change and contributions to climate neutrality.

4. Operating grants for NGOs

As the name says, these actions are dedicated to NGOs and partnerships agreements or specific grants agreements.

5. Other action grants

Supports Actions for the transition to renewable energy and increased energy efficiency, breaking market barriers through capacity building, dissemination of information and knowledge, and awareness raising of policy-driven topics.

Each call delineates specific beneficiaries, but the programme itself is open to all types of entities—private enterprises, NGOs and civil society organizations as well as public authorities—who are working on how we can adapt to the future. Ultimately, the LIFE Programme is not just an environmental programme but also a green economy solution with the potential to generate employment and economic growth.

How to design a project and develop a successful grant proposal

Milena Marchesi

One of the biggest mistakes you can make as a grantseeker is to view a grant application as a means to buy products or hire new personnel for your organization. This is because grants fund activities aimed at a specific outcome or objectives and cover costs, such as personnel or equipment, only to the degree that they contribute to its implementation. Additionally, grants fund projects that have positive repercussions not just on the entity applying, but also on the broader community by, for example, furthering economic development and increasing employment rates in a particular region, improving access to services, or reducing carbon emissions. In the European context, moreover, grants tend to support innovation and R&D activities and are often quite competitive.

What this all adds up to is that pursuing grants requires conceptualizing and developing a well-articulated project that responds to the objectives of the grant call and programme to which you're applying. Grants fund projects and the more significant the potential award, the more substantial the project required for a competitive application.

At first impact, the fact that grants fund projects can be daunting for applicants. You may worry that the process could be a waste of time and resources. Yet, conceptualizing and developing a project and building a consortium can, in the long run, help your organization grow in multiple ways, even if you should not succeed in obtaining funding on your first try. This is because a project-based approach can help clarify your organization's objectives, identify the forms of expertise and resources you already have and those you need, and help you develop a network of partners.

Changing your mindset as a grantseeker will allow you to better understand what grantmakers are looking to fund and why, to weigh the pros and cons of taking on this challenge and to be better prepared to develop a successful application.

The first, and perhaps most important, shift in your perspective on grant funding should revolve around defining your project. Writing a competitive proposal requires you to present a clear and concise set of activities and outcomes. If your only work on a grant proposal to date is to add up lines in a budget, this



A project-based approach can help clarify your organization's objectives, identify the forms of expertise and resources you already have and those you need, and help you develop a network of partners

can feel like a rather daunting prospect. But do not fret. Taking the time to fully bake a project will not only make you a more competitive applicant but will also help you to better manage the project in the implementation phase.

Many grantseekers start the process by looking at what grants are open and then hurry to develop a proposal that responds to their requirements. Before you dive into the specifics of individual grants, however, it can help to take a step back to think about what you want to accomplish with the funding you are seeking. What is your objective? If you were awarded your ideal budget, what would you do? How would these activities impact your organization and, beyond that, your community?

These questions should lead you to start thinking more in terms of a project rather than just a budget.

WHAT IS A PROJECT?

But what do we mean by “project” in a funding context? A project is a series of activities expected to lead to a particular outcome in a specific timeframe and with a fixed amount of resources. The key components of a project, then, include its objectives, the activities that lead to reaching those objectives, a timeline for their implementation and the budget required to support it.

Objectives

All the activities of a proposed project aim to contribute to achieving its objectives. In a grant proposal, a project's objectives need to be clear, concrete and quantifiable, not to mention realistic. An effective way to start defining the objectives of your project is to ask yourself some basic questions and to try to answer them as specifically as possible:

- What is the problem we're trying to address?
- What are the causes of this problem?
- What are the potential solutions?

Some grant programmes require that you develop this process formally, through an analysis of the starting situation you intend to address, often through research on the area in which you intend to intervene, the market for a product you propose to develop or a review of the scientific literature relevant to the innovation you are proposing. Others may not require such a formal research process, but evaluators will want to see a clear link between the objectives of your project and those of the programme and grant call. In addition, grant funders also want to be able to evaluate your results, so concrete indicators that allow for measuring the success of your project relative to its objectives are required in many proposals.

Activities

In order to reach your project's objectives, you will need to undertake a set of specific activities and tasks. These activities represent your project's methodology and they usually need to be attached to some kind of concrete output or milestone. In projects that require a consortium of partners, activities need to be distributed in a logical way among the partners and reflect the distribution of the budget.

Budget

Activities, in turn, necessitate resources, for example for personnel, equipment, services, dissemination and advertisement and collaboration. Grant applications include a budget section where the funding you are requesting needs to be delineated and justified. Budgets need to correspond to the activities described in the rest of the application and of course to include only eligible costs.

A project is a series of activities expected to lead to a particular outcome in a specific timeframe and with a fixed amount of resources.



Timeline

Projects, whether supported by a grant or not, are by definition not open-ended. Rather, they are an ensemble of activities to be carried out in a specific timeframe. This timeframe is specified in every budget call and proposals need to reflect those time limitations.

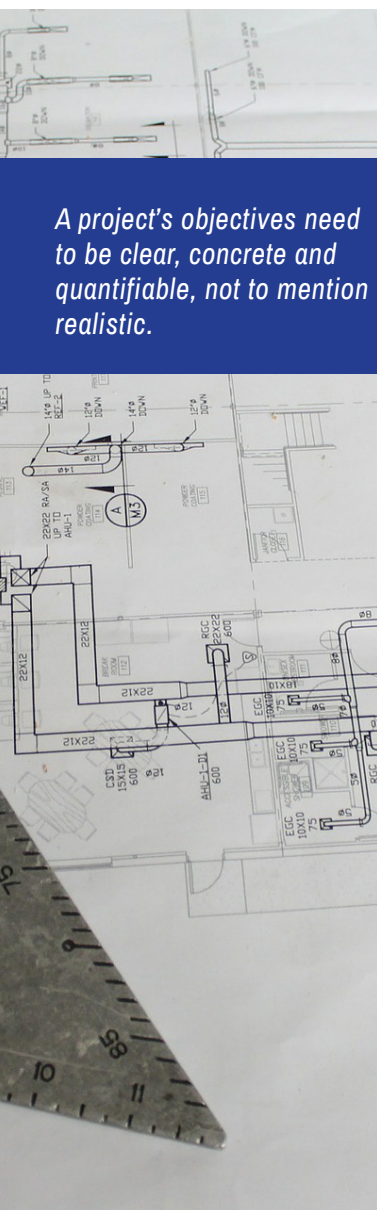
Work Packages

As we can see from the discussion above, objectives, activities, budgets and timelines are inherently connected. For example, the resources required to achieving a particular objective depend on the kinds of activities and the period of time in which they will be carried out. For this reason, many grant applications, particularly but not only for EU funding programmes, require applicants to organize their proposal into Work Packages (WP).

Work packages form the building blocks of complex projects. Each WP refers to a set of related tasks, identifies those responsible for carrying them out, the outcomes or deliverables, and the timeline and budget. Work packages are particularly useful when consortia are required as they help to organize the work, responsibilities and budgets across partners.

Whether you are applying to a large grant that requires that you structure your proposal around work packages or to a smaller, local grant that does not, logic, consistency and feasibility are always critical dimensions of a competitive proposal.

A project's objectives need to be clear, concrete and quantifiable, not to mention realistic.



PROJECT MANAGEMENT TOOLS

Many grant professionals use planning and program management tools to develop proposals, such as the Logical Framework Approach, Work Breakdown Structures, GNATT Charts and so on. Like work packages, they can be useful to support the design and management of complex projects. While these tools can get quite complex and would be overkill for smaller grant programmes and for non-professional applicants, basic familiarity with them can help structure the process of project design. Whatever tool you use, a systematic approach to developing your project makes it possible to check the internal logic of even the most complex projects. A structured approach also helps with the critical process of building and justifying the requested budget by clarifying what actions, personnel and equipment it will need to support. Last but not least, should your proposal be successful, this planning approach will also serve your organization well in the implementation and grant management phases of the project.

TAKE YOUR PROJECT IDEA & RUN!

Given the wealth of funding opportunities available in Europe through recovery funds, as well as the increase in funding in many European and national and regional programmes, this is the ideal time to explore how a project-based approach could benefit the growth, effectiveness and sustainability of your organization.

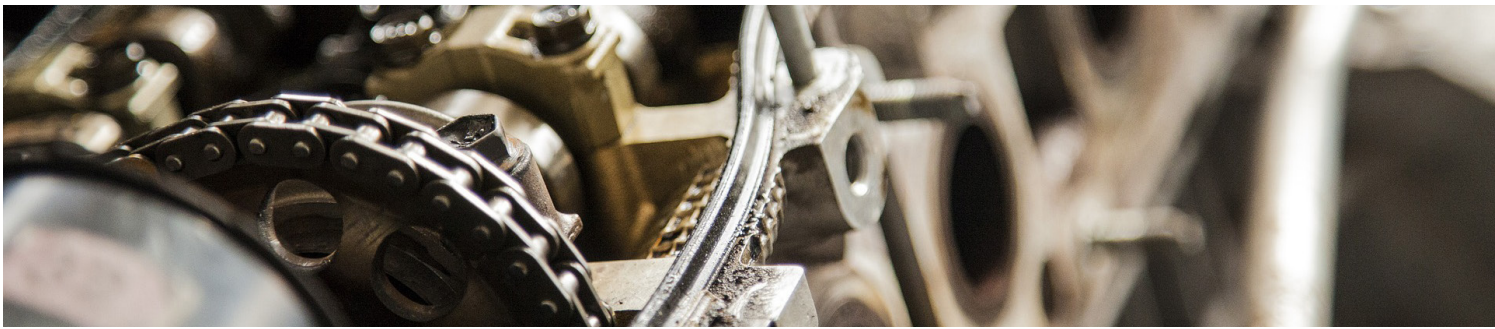
With a well-developed project idea, basic familiarity with some project management tools and the beginnings of an implementation strategy, you are now well positioned to pursue even the most competitive grant funding. For starters, you will be able to more clearly identify funding programmes that are a good fit with the objectives, budget and timeframe of your project. If a consortium, either national or international is required, you'll have a good idea of what kinds of partners would complement what your organization brings to the table. You'll also be ready to pitch your concept to potential partners.

If you decide that you need expert help this process, either through national contact points for EU programmes or through private consultancies that, like Grants Office, specialize in project and proposal development, you'll come to the table more prepared and thus well positioned to get the most out of this support.

In other words, a project-based approach is a win-win for your organization no matter which path you ultimately choose to fund your activities.

EU Program Snapshot

Smart&Start Italia



SUMMARY

The Smart&Start Programme by the Italian agency Invitalia funds innovative start-ups with awards ranging from €100.000 to €1,5 million. In addition to personnel expenses and operating costs, the programme funds the following expenses:

- Hardware and software components
- Software licenses
- Equipment and machinery
- Patents, trademarks and licenses

The programme funds projects that have significant technological and innovative content and are focused on the development of products related to the digital economy, AI, blockchain or IoT.

The programme offers a hybrid form of funding that includes a zero-interest loan and, for start-ups located in certain regions of Italy, a grant component, equal to 30% of the award.

ELIGIBILITY

The following entities are eligible to apply for Smart&Start funding:

- Small, innovative start-ups established less than 60 months prior to application and registered in the special enterprises register.
- Teams of people who want to establish an innovative start-up, even if they are foreign residents or citizens holder of the “start-up Visa”
- Foreign enterprises who commit to establishing at least one headquarter in Italy


Start-up headquartered in the southern regions of Italy (Abruzzo, Basilicata, Calabria, Campania, Molise, Puglia, Sardegna and Sicilia) are eligible for the grant component.

DEADLINE

There are no deadlines, applications are accepted on a rolling basis by registering on the [Invitalia Platform](https://www.invitalia.it/cosa-facciamo/creiamo-nuove-aziende/smartstart-italia).

FOR MORE INFORMATION

<https://www.invitalia.it/cosa-facciamo/creiamo-nuove-aziende/smartstart-italia>



Key milestones in your grant bid or proposal development process: guidelines and tips

Robert Flood

Ready to press the “Submit” button for that all-important grant application?

So, you have gone through the whole grant development process, you have your consortium built and ready, finances and budget done, and are ready to press the “Submit” button. Or are you?

Many grants, especially in the innovation and R&D field, are complex and require a whole brain-storming process before that magic button can be pressed. Hence, I thought it may be useful to outline some useful tips and guidance that you can follow in the pre-submission process. It is worth taking the time to go over these guidelines to avoid any potential pitfalls of the submissions process. When it comes to grant applications for transformational projects and innovative technology, patience really can be a virtue!

Here are some key phases and milestones for this process:

- Initial plan and scope; Partner ID and identifying and approaching potential project partners
- Initial outline plan complete; share with partners
- Feedback meeting with partners
- Deadline for approaching new partners and securing their commitment
- Begin content drafting and partner finance forms
- Draft out to partners
- Deadline for comments from partners
- Final review and online form check
- Bid submission

Let's look at these pointers in more detail below.

Initial plan and scope

All applicants to the project need to draft an initial plan and mind-map all potential partners for the proposal. This can be done by digging into existing partner channels as far as possible by networking in your ecosystem of clients and partners. Applicants can explain the project plan to potential stakeholders, define the project aims and obtain initial project buy-in. Part of the process will involve holding partner calls and meetings to discuss the application and ways a project might be built together for the benefit of all stakeholders. A project scope document can be drafted and form the bedrock of the project start phase, and initial timetabling and scheduling can be written in based on the grant and funding timelines.

Sharing initial outline plan with partners and obtaining feedback

The key to success in any project is effective and efficient collaboration between all stakeholders, and a grant project is no exception to this basic rule. Once the plan has been defined, refined and thoroughly reviewed, it can then be shared with partners expected to be part of the consortium for initial feedback and thoughts. All project participants will join meetings to discuss feedback and a realistic deadline should be set for approaching other partners and assessing their commitment to the project. Any deadlines set during the pre-submission process should always bear in mind the grant deadline and overall timeframe. All comments and suggestions should be integrated as much as possible into the proposal structure, and agreement reached on the kick-off process with partners.

Building and sharing content with partners and integrating feedback

The process then moves into the nuts-and-bolts phase of the proposal: the content build and drafting. The content is what will make or break the project in terms of funding or no funding and in the eyes of the grant assessors. Regular collaboration meetings and feedback sessions will help in ensuring all project participants can jointly build content to match the grant requirement and objectives. The use of collaboration tools such as Zoom, WebEx, and Microsoft Teams will help all project participants have a say in building the content to obtain funding success. Another key aspect of this collaboration process is agreement on partner finances and budget outlines; in other words, partners need to agree on which partner will receive how much funding based on their status and overall project contribution (SME, university or higher education institute). As always, this phase of work needs to respect the grant application deadline.

Reviewing the application and budget items, risk register

Applications need to be reviewed thoroughly by all project team members. Essential project components should be ticked off one by one, including the following:

- Compiling a risk register of all potential risks and the project team's contingency for mitigating and addressing said risks;
- Budget allocations to each partner in the consortium; an example is that universities and higher education institutions can receive a maximum of 30% of eligible project costs for an Innovate UK grant, and if there are 2 universities, they share this maximum. SMEs typically qualify for higher funding levels than larger enterprise.
- Ensuring each project partner has internal sign-off on the budget and overall application proposal to avoid any last-minute delays.

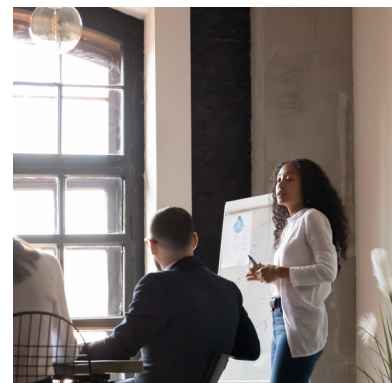
Most importantly, all consortium partners need to meet ahead of the submission to go over the whole proposal and address any last-minute concerns.

Final review and online portal registration

The application should undergo one last final review both internally with all stakeholders and if possible, externally with neutral stakeholders who may identify potential issues given their lack of active involvement in the project. Reviews can include checks for thematic, grammatical, and technical inconsistencies before submission, and ensure each part or question of the grant application is addressed correctly and mirrored in the content. Also bear in mind the required number of words per question cannot be exceeded; for example, there is a 400 words maximum word count for an Innovate UK Smart Grant application. This is the time to attach and verify any appendixes required, budget outlines, risk registers, CVs and bio information for the various consortium stakeholders. Lastly but by no means least, all consortium partners need to be socialized with the application portal and ensure they are already registered ahead of the submission date.

Now, the moment has arrived! The applicants submit the application via an online portal and then the waiting begins, although it is still useful to hold further strategy calls while waiting to prepare.

No matter what stage you are at currently, whether it is thinking of applying for a grant, an application in progress, or an application that has just been submitted, I would like to wish you good luck with your applications and grant projects.



Group together your consortium with partners.



Build your content, plan, plan and plan again!

EU Program Snapshot

European Cooperation in Science and Technology (COST)



SUMMARY

COST (European Cooperation in Science and Technology) is a funding organisation that brings together researchers and innovators across Europe and beyond to collaborate in the development of their research initiatives. These initiatives can be in any science and technology fields and should be interdisciplinary in nature.

Researchers drive the process of transnational collaboration and networking depending on their own research interests and ideas. Researchers can either submit a proposal for a [COST Action](#) or join an [existing one](#). COST Actions are funded for a period of four years. Actions are multi-stakeholder, often involving the private sector, policymakers as well as civil society.

Note that COST does not fund research itself, but rather supports networking via different tools such as meetings, short term scientific missions, training schools and dissemination activities.

Proposals are evaluated against criteria of S&T excellence, networking excellence, impact and implementation.

ELIGIBILITY

Academia in all fields of science and technology, public institutions, SME/Industry, NGOs.

The 38 COST Members are: Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Republic of Moldova, Montenegro, The Netherlands, The Republic of North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom.

DEADLINE

The next open call closes on October 29, 2021. 12:00 CET. 45 new Actions are expected to be approved, depending on receipt of sufficient EC budget.

FOR MORE INFORMATION

<https://www.cost.eu/>



Grants Office Europe needs writers!

Do you have experience working with national, regional or local institutions or SMEs in the following EU Member States?

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- Germany
- Italy
- The Netherlands
- Poland
- Spain
- The United Kingdom
- Ireland

Are you a native speaker of French, German, Italian, Dutch, Polish, Spanish or English?

Do you have experience with European Union funding programmes?

Grants Office Europe, LLC is a full-service provider of strategic grants development services for municipalities, education institutions, non-profit organizations, healthcare providers, and technology industry partners. Our approach to proposal development is based on collaboration and open communication among team members and clients. Our aim is to lower risk and shrink the investment of time and resources required for our clients to pursue grant funding.

Our grant writers work directly with clients to help develop all elements of the project, and coordinate submission of a high-quality competitive proposal.

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JOIN THE TEAM TODAY!**

Reach out to us at info@grantsoffice.com with:

- Your CV
- A listing of the European, national or regional agencies for which you have submitted grants
- A listing of the grant programs for which you have been a proposal reviewer, if any
- 2 writing samples (preferably narratives from successfully funded projects)

Consortia die winnen

Gregory Clare

The growing trend in the European and Dutch grant landscape is to require strong complementary partnerships (consortia) for grant applications. While it could be confused as a way for grantmakers to stretch their money, the consortium requirement aims to strengthen intersectoral collaboration to accelerate innovation. More and more grant applicants will be faced with the question of whether they should form a consortium and analyse the pros and cons of these type of partnerships. This

article provides you a clear-eyed view of what a consortium is and is not and how to conduct yourself if you choose to go down that path. In a connected society, organizations and companies are increasingly dependent on collaboration and knowledge transfer. A consortium, if carefully composed can accelerate the development of the partners involved and create projects that can win grants.

Bij veel prestigieuze subsidieregelingen zien we in toenemende mate de voorwaarde om een sterk en complementair partnerschap samen te stellen voor de subsidieaanvraag. Dit is het resultaat van het beleidsdoeleinde om de positie van Nederland te versterken met intersectorale samenwerkingen die tot innovatieve ontwikkelingen moeten leiden. De partnerschappen die subsidieaanvragen aangaan worden ook wel consortia genoemd. Consortia zijn er in vele vormen en verschillen afhankelijk van een aantal factoren, zoals de omvang van het project, de sectoren die worden bestreken, of het een voortzetting is van een reeds bestaande samenwerking of een recent opgerichte samenwerking. Een voorwaarde voor een succesvolle consortium is dat het doelgericht opgezet dient te worden. Een doelgericht consortium komt de partijen ten goede omdat het minder tijd en middelen vergt ten opzichte van afzonderlijke subsidieaanvragen en tevens beperkt het de beheers- en overheadkosten tot een minimum. In sommige voorbeelden is het een manier om aan gebiedsgebonden aanvraagseisen te voldoen, doordat één of meerdere partners zich in een bepaalde regio bevinden waar de subsidie wordt beheerd. Een ander doeleinde kan zijn dat een consortium toegang verschaft tot middelen die anders buiten bereik zouden zijn gebleven, bijvoorbeeld in het geval van MKB'ers die grote Europese subsidies willen aanwenden.

Het is geenszins de bedoeling een te rooskleurig beeld te schetsen van consortia. Het is geen gemakkelijke taak en

zelfs als het bij aanvang goed lijkt kan het in elk stadium vóór de afronding van het project fout gaan. Daarom hebben wij een aantal belangrijke tips voor u op een rijtje gezet die u in gedachten moet houden wanneer u het idee onderzoekt om een winnend consortium op te richten.

1. GA AL IN EEN VROEG STADIUM OPZOEK NAAR GESCHIKTE PARTNERS

Het is niet ongebruikelijk dat organisaties hun zoektocht naar partners pas aanvangen na hun interesse in een specifieke subsidieregelingen. Bij Grants Office zijn we eraan gewend dat wij de eerste zijn die een subsidie onder de aandacht van onze klanten brengen. Het is echter een regel dat partnerschappen die in een ruim voor de fondsenwervingsfase aangegaan worden succesvoller zijn. Een groot aantal projectuitdagingen kan worden vermeden door de tijd te nemen om een gedetailleerde overeenkomst op te stellen. In dit vroege stadium van het partnerschap kunnen discussies worden gevoerd over mogelijke kansen en uitdagingen en hoe deze aan te pakken. Ook voor partnerschappen die enkel in het leven geroepen zijn voor de aanvraag van een specifieke subsidie is het belangrijk om oog te hebben voor openingen in een later stadium of de beschikbaarheid van een vergelijkbare subsidie. Geef de prioriteit aan een samenwerking met partners om een robuust en innovatief project te ontwikkelen, ook al leidt dat niet op korte termijn tot financiering.

Voordat u in contact treedt met potentiële partnerorganisaties is het gebruikelijk om een interne discussie te voeren over de organisatorische doelstellingen die met een partnerschap bereikt kunnen worden. Dit kan door expertise in te brengen die u momenteel niet bezit. U wilt daarom in zee gaan met organisaties die u als complementair beschouwt, waarbij elke partner zijn unieke expertise inbrengt. Subsidieverstrekkers zijn doorgaans geen voorstander van partnerschappen die bestaan uit gelijksoortige profielen. Probeer waar mogelijk een interdisciplinair consortium samen te stellen dat partners met uiteenlopende standpunten en kennis samenbrengt.

Misschien komt u tijdens de voorbereidende besprekingen tot de conclusie dat uw organisatie een bepaalde subsidie om verscheidene redenen niet alleen kan aanvragen. Wees dan niet terughoudend om het neusje van de zalm binnen een sector uit te zoeken. Zolang u duidelijk kunt maken wat uw organisatie te bieden heeft, kunt u streven naar partnerschappen met organisaties met een aansprekend profiel. Ga op zoek naar partners die vooroplopen in hun sector en die de belanghebbenden echt enthousiast kunnen maken voor het project.

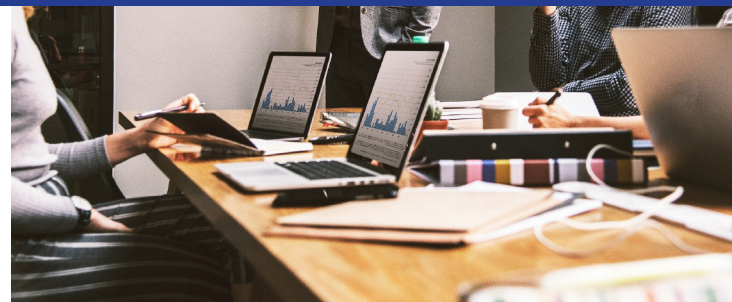
En hoewel u wellicht wilt werken volgens het beginsel van wederzijds vertrouwen, is het verstandig om wat achtergrondonderzoek te verrichten over de gang van zaken bij een potentiële partner. U verzekert uzelf van goed geïnformeerde voorbereiding op een eerste gesprek. Een consortium is op zichzelf geen rechtspersoon en een aanvraag houdt geen juridische last, aansprakelijkheid, of financiële eis in. Echter bij het aangaan van een subsidieovereenkomst met subsidieverstrekkers zoals de Europese Commissie worden partners in een consortium gezamenlijk en individueel aanspraak beschouwt voor de uitvoering van het contract. Als een van de partners zijn contractuele verplichtingen niet nakomt of geen financiële vergoeding betaalt, worden de andere partners verantwoordelijk geacht voor het nakomen van die verplichtingen. Een dergelijk scenario kan zich voordoen bij de terugvordering van een deel van de subsidie omdat niet alle kosten subsidiabel zijn gebleken.

2. KIES DE HOOFDAANVRAGER

In het algemeen houdt een consortium een actieve samenwerking tussen partners in, waarbij één organisatie de rol van hoofdaanvrager op zich neemt. De hoofdaanvrager wordt vooral belangrijk bij het dagelijks beheer van het project wanneer het gaat om een project dat wordt gefinancierd via een programma van de Europese Unie. Voor deze programma's zijn vaak consortia van 20 partners uit de hele Unie nodig. Het is belangrijk dat ten minste één van de partners een leidende rol speelt bij het op één lijn brengen van de verschillende ideeën, doelstellingen en beginselen tot een duidelijk gericht

projectplan. Naast de organisatorische voordelen van de keuze van een hoofdaanvrager geven de subsidieverstrekkers er de voorkeur aan om vanaf het begin van het project één enkel aanspreekpunt te hebben. Voor de Europese Commissie is het een harde eis dat consortia hoofdaanvragers selecteren.

Bij Grants Office zijn we eraan gewend dat wij de eerste zijn die een subsidie onder de aandacht van onze klanten brengen.

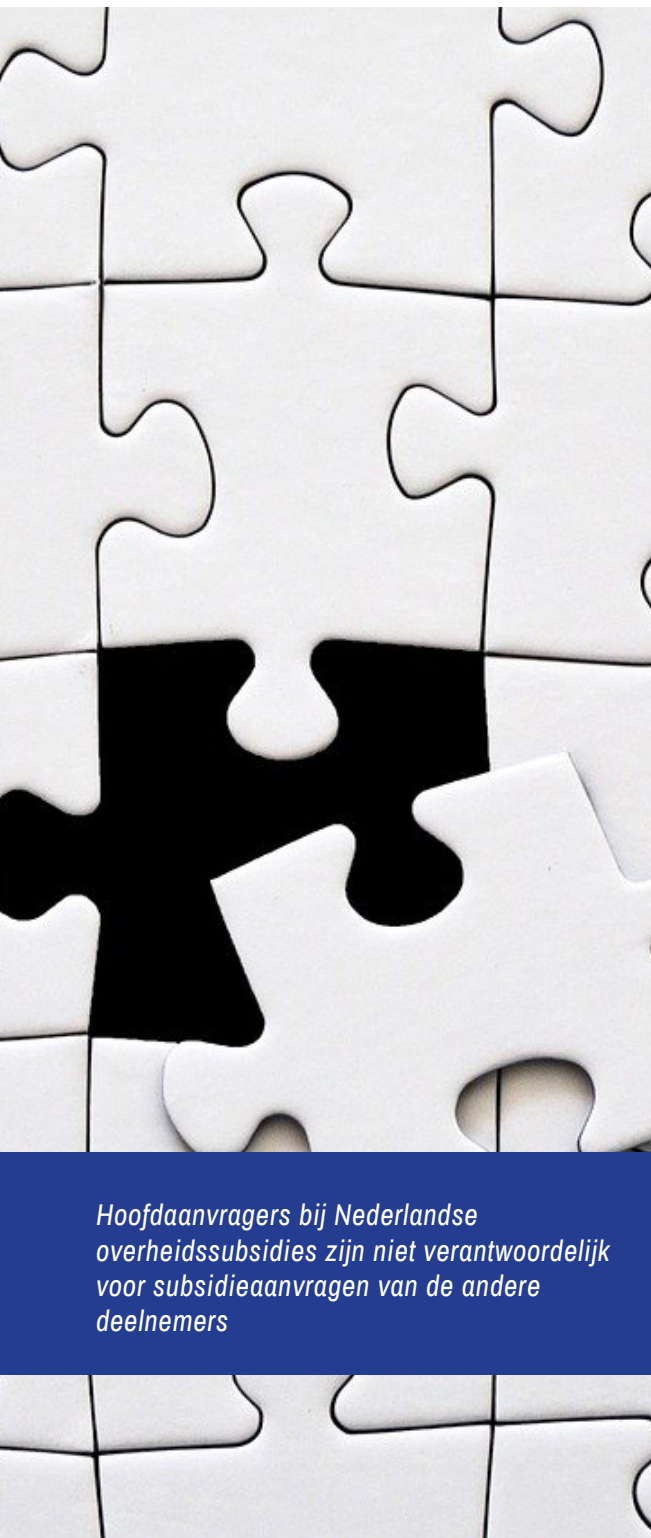


De taken en verantwoordelijkheden van de hoofdaanvrager:

- Aanspreekpunt namens het consortium.
- Draagt de juridische verantwoordelijkheid door het contract te ondertekenen.
- Ontvangt de subsidie op zijn bankrekening.
- Geeft wijzigingen in het projectplan of de begroting door namens het consortium.
- Fungeert als liaison tussen het programmabureau en de consortiumleden.

Binnen de Nederlandse context, met name in het geval van door de overheid gefinancierde projecten, wijkt de verantwoordelijkheid van de hoofdpartner enigszins af van de hierboven genoemde verantwoordelijkheden. Hoofdaanvragers bij Nederlandse overheidssubsidies zijn niet verantwoordelijk voor subsidieaanvragen van de andere deelnemers en voorschotten worden in de meeste gevallen rechtstreeks aan de deelnemers uitbetaald.

Dit neemt niet weg dat de hoofdaanvrager een aanzienlijke mate van zeggenschap heeft waarover duidelijke afspraken moeten worden gemaakt. De Rijksdienst voor Ondernemend Nederland heeft een partnerformulier beschikbaar gesteld dat door de ondersteunende deelnemers aan het consortium kan worden gebruikt om de hoofdpartner te machtigen; dit formulier moet met de subsidieaanvraag worden meegezonden. In situaties waarin dergelijke machtigingsformulieren niet door de subsidieverstrekker beschikbaar worden gesteld, dienen de partners te opteren voor de ondertekening van een intentieverklaring.



Hoofdaanvragers bij Nederlandse overheidssubsidies zijn niet verantwoordelijk voor subsidieaanvragen van de andere deelnemers

3. BEPAAL DE ACTIVITEITEN EN HET BUDGET

Voor een succesvol project is het noodzakelijk dat er een duidelijke werkverdeling is. Het ontwikkelen van een reeks activiteiten en het toewijzen van elke reeks activiteiten aan elke partner is de voornaamste activiteit in projectontwikkeling. Breng de krachten en capaciteiten van elke partner in kaart. Elke partner zou activiteiten op zich moeten nemen waarvoor hij het meest geschikt is in het project. De nadruk moet liggen op hoe het succes van het project kan worden gemaximaliseerd en niet op wie het meest te winnen heeft bij het partnerschap. Dit wordt bereikt door ervoor te zorgen dat de rol van elke partner de andere aanvult.

Zodra er overeenstemming is over de activiteiten kan de discussie overgaan tot de toewijzing van budgetten. Het budget voor een activiteit moet worden toegewezen aan de partner die verantwoordelijk is voor de uitvoering ervan. Deze partner ontvangt ook de indirecte- en overheadkosten die aan de activiteit zijn verbonden.

Subsidieverstrekkers zijn de laatste jaren strenger geworden om zwakke consortia tegen te gaan. Zwakke consortia bestaan vaak uit één leidende partner aangevuld met passieve partners die minimale doelstellingen en aandeel hebben in een project. Steeds meer subsidieverstrekkers beperken daardoor het aandeel dat één van de partners in de medefinanciering van het project mag hebben. Dit aandeel ligt gewoonlijk tussen 60% en 70% van de niet-gefinancierde kosten van het project.

4. TEKEN EEN INTENTIEVERKLARING

Hoewel in de subsidieaanvraag de verantwoordelijkheden van de partner moeten worden beschreven, ontbreken vaak details over het partnerschap tussen de organisaties. Een intentieverklaring verduidelijkt de verwachte bijdrage van elke partner, definieert het project en het doel ervan, en verduidelijkt de toewijzing van middelen. Hoewel de intentieverklaring geen juridisch afdwingbaar document is, geeft het wel de intentie van de partners weer en definieert het een project dat u van plan bent te ondernemen. Het voordeel van het opstellen van een intentieverklaring is dat het de partners in staat stelt om samen na te denken over de details van het project voordat een bindende overeenkomst wordt gesloten. Een goed opgesteld intentieverklaring de basisafspraken tussen hen, waardoor verwarring en conflicten worden voorkomen.

5. REGELMATIG VERGADEREN

Elke vergadering is een leerproces, zelfs voor leden van gerenommeerde organisaties. Het plannen van partnerschapsbijeenkomsten zorgt ervoor dat alle betrokkenen volledig op de hoogte zijn en op de hoogte blijven. Regelmatige vergaderingen kunnen de relatie tussen de partners versterken en problemen oplossen voordat ze te groot worden. Bovendien kunnen de partners op die manier de mogelijkheid van aanpassingen en eventuele kleine wijzigingen in de verdeling van de begroting bespreken. Er zijn enkele aspecten die in acht moeten worden genomen om partnerschapsvergaderingen doelgerichter te maken.

Zorg ervoor dat de juiste mensen aanwezig zijn

Als de vergadering op de agenda technische aspecten van het project betreft, zorg er dan voor dat de technische experts worden uitgenodigd voor de vergadering. Dit is evenzeer het geval wanneer het juridische, administratieve of financiële component van het project wordt besproken. De voortgang van vergaderingen zal worden afgeremd wanneer vragen moeten worden beantwoord, of besluiten moeten worden genomen door bevoegde leden die niet aanwezig zijn.

Respecteer verschillen

Geen enkele doorgewinterde professional hoeft te worden verteld dat hij respectvol moet zijn in zakelijke bijeenkomsten. Maar wanneer u te maken hebt met verschillende partnerorganisaties, kunt u mogelijk sterk verschillende organisatieculturen samenbrengen die gewend kunnen zijn aan verschillende werkomgevingen en communicatiestijlen.

Begrijp de wensen van elke partner

Met partnerschappen tussen verschillende organisaties, vooral die uit een andere sector, komen verschillende beweegredenen om het partnerschap aan te gaan. Zorg ervoor dat alle partners een duidelijk beeld hebben van wat elk van de partners met het project wil bereiken. De frequente vergaderingen zijn ideaal om naar een dergelijk begrip toe te werken.

Aansturen van actiepunten

Of u nu kiest voor het bijhouden van een agenda en het voordragen van een vergaderlid met verantwoordelijkheden voor het notuleren, zorg er altijd voor dat vergaderingen afgesloten worden met minstens een actiepunt.

Opvolgen

Maak altijd een vervolgspraak na een vergadering om uw begrip van de vergadering, discussiepunten en actiepunten samen te vatten.

CONCLUSIES

Om de maatschappelijke en industriële uitdagingen van Europa met succes aan te pakken, vragen subsidieverstrekkers steeds vaker om samenwerkingsverbanden met interdisciplinaire partners. Het is belangrijk om een competitief consortium samen te stellen dat een netwerk van belangrijke aanjagers van de industrie en innovatieve bedrijven samenbrengt die op elkaar zijn ingespeeld en goed zijn georganiseerd. Het subsidieaanvraagproces gaat niet over een nacht ijs. Vink niet alleen de vakjes aan en start de subsidieaanvraagprocedure. Zorg ervoor dat de hoofdpartner zich bewust is van zijn verantwoordelijkheden. Als uw organisatie de hoofdpartner is dient u zorg te dragen voor het bewustzijn bij andere partners over hun verplichtingen en erop toezien dat zij wat toevoegen. Dit kan gebeuren tijdens de beoordeling van potentiële partners, maar ook tijdens vergaderingen om de rollen, projectactiviteiten en begrotingstoewijzingen te bespreken.

In een steeds sterker verbonden samenleving zijn organisaties en bedrijven meer en meer aangewezen op samenwerking en kennisoverdracht. Een consortium kan, mits zorgvuldig uitgevoerd, de ontwikkeling van de betrokken partners echt versnellen en projecten creëren die subsidies in de wacht slepen. Ten allen tijden dienen alle partners zich ervan bewust te zijn dat al de facetten die benoemd zijn in dit artikel het verschil kunnen maken tussen een subsidieaanvraag een succes te maken of een flop te worden.

Hoewel de intentieverklaring geen juridisch afdwingbaar document is, geeft het wel de intentie van de partners weer en definieert het een project dat u van plan bent te ondernemen.



EU Program Snapshot

Connecting Europe Facility 2 (CEF2)



SUMMARY

The Connecting Europe Facility (CEF) funding programme entered its second generation in the 2021-2027 Multiannual Framework Agreement. CEF 2 will be managed by the European Climate, Infrastructure and Environment Executive Agency (CINEA).

CEF2 supports trans-European networks and infrastructures in the sectors of transport, energy and digital connectivity.

The overall budget of CEF 2 for the 2021-2027 period is €33.71 billion. This budget is divided across the 3 sectors as follows:

1. CEF Transport: €25.81 billion (including €11.29 billion for cohesion countries);
2. CEF Energy: €5.84 billion;
3. CEF Digital: €2.07 billion.

ELIGIBILITY

The CEF2 will benefit entities across all European Union (EU) Member States by facilitating cross-border interaction between public administrations, businesses and citizens.

DEADLINE

The first proposals for the new programme are set to open on September 7, 2021.

FOR MORE INFORMATION

https://cinea.ec.europa.eu/connecting-europe-facility_en

New perspectives and opportunities for Poland

Magdalena Manneveld

Are you wondering when the new EU funds will be available to entrepreneurs, what activities will be co-financed and whether your company will be able to take advantage of them? Are you interested in preparing your company to be competitive in the new funding perspective for Poland for 2021-2027? You may want to read on then to learn more about the opportunities available for Polish enterprises and entrepreneurs in the coming years.

EU FUNDING FOR POLAND FOR 2021-2027

Like many other countries around the world and in the EU, Poland has been struggling with the pandemic and its consequences for 1.5 years. The negative impact of the crisis was particularly felt by companies, many of which had to limit or shut down their activities for long periods. Start-ups in industries most affected by the pandemic, such as the beauty, tourism, catering, culture, tourism, local commerce, sports, entertainment and recreation and transport industries, were particularly affected. The restrictions related to the pandemic caused significant delays in the start of their operations. However, thanks to aid from the European Union, many enterprises managed to survive this difficult period and are beginning to strengthen their potential.

Faced with these challenges, what can entrepreneurs count on in the coming years? In order to answer this question, it is worth looking at programmes that aim to support entrepreneurs in the new EU funding cycle.

Poland is set to receive a substantial infusion of EU funding, for a total of EUR 76 billion. This amount includes both the [Cohesion Fund](#) (EUR 72.2 billion) and the [Just Transition Fund](#) (EUR 3.8 billion). The Cohesion Fund is dedicated to Member States with a per capita gross national income (GNI) below 90% of the EU's average. The aim is to reduce economic and social disparities and to promote sustainable development. At 76 billion EUR, Poland's funding in the new EU programming period is slightly less than in the previous one (EUR 82.5 billion). This decrease is



The EU established the Just Transition Fund in order to support the economic consequences of the Green Deal.

ultimately due to a positive development: the fact that Poland is becoming a richer country. Moreover, it doesn't necessarily mean that Polish entrepreneurs will experience an across the board reduction in the availability of EU subsidies. Rather, what is happening is a shift in priorities related to the European Green Deal. Entrepreneurs investing in green technologies and renewable energy will actually see an increase in the availability of external financing. On the other hand, it is true that enterprises operating in "richer" regions of Poland, as well as those seeking subsidies for purely investment projects without the element of innovation, research and development or the aforementioned green technologies, will likely see a decrease in available funding.

The shift to supporting green-related actions can be seen in the addition of a new objective to the Cohesion Policy funding which seeks to enable citizens and local and regional administrations to mitigate the social, economic, environmental and spatial effects of the transformation towards a green economy that is climate neutral. A comparison of allocations for individual thematic objectives of the Cohesion Policy clearly shows that the share of funds for the implementation of innovation, research and development activities will be lower than in previous years (15.5% compared to 25.9%). Priority will be given instead to environmental objectives, with as much as 32.6% of funds from the national allocation to be invested in this area, an increase of over EUR 19 billion compared to the 2014-2020 period. In the coming years (2021-2027), the funds will generally be allocated to investments in innovation, entrepreneurship, digitization, infrastructure, environmental protection, energy, education and social affairs.

EU funding aims to reduce economic and social disparities and to promote sustainable development.

Additionally, in order to support the economic consequences of the Green Deal, the EU established the [Just Transition Fund](#). This fund is a key tool for supporting the areas most affected by the transformation efforts to achieve climate neutrality and prevent the widening of regional disparities. Its main goals are to mitigate the economic effects of the green transformation, including on employment, by financing the diversification and modernization of the local economy. To achieve these goals, the fund supports investments in areas such as digital connectivity, clean energy technologies, emission reduction, industrial site regeneration, employee retraining and technical assistance. As part of the Just Transition Fund, Poland received EUR 3.8 billion for 6 voivodeships (Polish regions): Śląskie, Dolnośląskie, Wielkopolskie, Małopolskie, Łódzkie and Lubelskie.

What do these changes in European funding mean for Polish entrepreneurs? Obviously that this is a great time to get interested in green technologies and solutions and to implement broadly understood eco-innovations in companies' development strategies.

UPCOMING FUNDING OPPORTUNITIES FOR POLISH ENTERPRISES

The 2014-2020 EU funding cycle is coming to an end, with funds utilization at 91%. The last attractive recruitment for entrepreneurs from Eastern Poland (measure 1.1.2 "[Development of startups in Eastern Poland](#)") and the Mazowieckie voivodship (measure 3.3 "[Innovations in SMEs](#)") will carry over to the new period. Another call for applications in the amount of EUR 24 144 515.90 million for digitization in the form of a grant under the name of "[Vouchers for digitization](#)" is expected.

After these calls, however, a break in the availability of EU funds is likely. This is because compared to the calendar for approving strategic documents in the 2014-2020 period, the new Partnership Agreement is already delayed by 3 months. Looking back to the 2014-2020 timeline, we can extrapolate that the first Operational Programmes will be announced sometime around

February 2022, with the largest number of new opportunities opening up in August-November 2022.

For those interested in the nitty-gritty of the funding opportunities expected to become available over the next seven years, the next section delineates the new programmes, their funding and priorities:

1. FENIKS - European Fund for Infrastructure, Climate, Environment

Successor to the Infrastructure and Environment Programme (OPI & E) - the program will contribute to the development of a low-emission economy, environmental protection as well as counteracting, and adapting to, climate change. FENIKS will also support investments in the transportation sector and subsidize health protection and cultural heritage. The planned budget is over EUR 25 billion.

2. FENG - European Fund for Modern Economy

The programme is a continuation of two previous programmes: Innovative Economy 2007-2013 (POIG) and Intelligent Development 2014-2020 (POIR). FENG will support the implementation of research and development, innovation and projects that increase the competitiveness of the Polish economy. Eligible for the programme, among others, are entrepreneurs, institutions from the science sector, consortia of enterprises and business environment institutions, in particular innovation centers. The planned budget is approximately EUR 7.9 billion.

3. FERS - European Funds for Social Development 2021-2027

Successor to the Knowledge Education Development Programme (POWER). The main areas of operation of FERS are: work, education, health and accessibility. The FERS will support projects in the field of: improving the situation of people on the labour market, increasing accessibility for people with special needs, providing childcare, improving the quality of education and developing competences, social integration, development of social services and the social economy, and health protection.



4. FERC - European Funds for Digital Development (FERC)

Is the successor of the Digital Poland Programme (POPC), which in 2014-2020 supported digitization in Poland. FERC will focus primarily on: increasing access to ultra-fast broadband Internet, providing advanced e-services allowing fully electronic settlement of citizens 'and entrepreneurs' matters, ensuring cybersecurity as part of a new dedicated area of intervention, development of a data-based economy using the latest digital technologies, development of intersectoral cooperation for the creation of digital solutions to socio-economic problems, support for the development of advanced digital competences, including in the area of cybersecurity for local government units (LGUs) and entrepreneurs. The planned budget of the FERC is approx. EUR 2 billion.

5. FEPW-European Funds for Eastern Poland

The new programme for the Eastern Poland macroregion will focus on four main areas: strengthening the competitiveness and innovation of enterprises, energy and climate protection, coherent transport network and increasing transport accessibility, and activation of social capital, development of tourism and spa service. In addition to the 5 voivodeships covered by the support so far: Lubelskie, Podkarpackie, Podlaskie, Świętokrzyskie and Warmińsko-Mazurskie, the new programme will also benefit the Mazowieckie voivodeship without Warsaw and nine surrounding countys. There are approximately EUR 2.5 billion in the FEPW pool.

6. Technical Assistance for European Funds

The programme has three main priorities: effective institutions, effective beneficiaries and effective communication. Technical Assistance funds will be allocated, inter alia, for: training for beneficiaries of European Funds, development of the national IT system enabling the application and settlement of EU projects, information and promotion activities to increase knowledge about the Funds in Poland. The budget will amount to EUR 0.5 billion.

7. Just Transition Programme

Support from the EU will go to six regions - Śląskie, Dolnośląskie, Wielkopolskie, Lubelskie, Łódzkie and Małopolskie. These are the voivodships most exposed to the effects of the energy transformation. The budget of the programme is EUR 4.4 billion

8. Food Aid Program

The programme's main goal is to support people experiencing the deepest forms of poverty by providing food aid in the form of packages or meals. The budget is EUR 0.2 billion.

9. Fish Programme

Work on the programme is ongoing. The budget will amount to EUR 0.5 billion.

10. European Territorial Cooperation programmes

Interreg programmes support the integration of communities across borders and socio-economic development by jointly addressing challenges in various fields. The budget will amount to EUR 0.56 billion.

As in previous EU funding cycles, in the 2021-2027 period approximately 60% of funds from the cohesion policy will go to programmes implemented at the national level. The remaining 40% will be allocated to regional programmes managed by regional administrations (known as Marshal's Offices in Poland). The largest scope of support is provided for micro, small and medium-sized enterprises. They can look for subsidies primarily in the [Regional Programmes of individual voivodeships](#), but they can also use the funding available from the [Intelligent Development Programme](#) and the [Eastern Poland Programme](#).

Polish entrepreneurs and enterprises working in green technologies and solutions can expect to see significant funding in the coming years



EU Program Snapshot

Eurostars 3



SUMMARY

Eurostar-3 (part of the European Partnership for Innovative SMEs) is a funding instrument managed by the EUREKA agency. Eurostar funds international collaboration in R&D and innovation projects led by innovative SMEs and their project partners.

Projects should be highly collaborative in nature and have as their outcome products, processes or services that can easily be taken to market.

Although Eurostar is transnational, funding amounts are determined by National Funding Bodies (NFBs).

The first step in applying to Eurostars involves consulting the list of National Funding Bodies on the [EUREKA's](#) website. Contact your national NFB to discuss your project idea and find out about country-specific funding, rules and requirements.

ELIGIBILITY

- SMEs with an ambition for innovation (leading role) partnering with entities from at least two participating countries
- Partners can include:
 - Universities
 - Research organizations
 - Large companies

DEADLINE

The call is open from September 2 to November 4 2021, 14:00 CET.

FOR MORE INFORMATION

<https://www.eurekanetwork.org/open-calls/eurostars-funding-programme-2021>

Funded Project Highlight

Eurostars



PROJECT TITLE

Firefly Traffic Sensor (Firefly) - Project ID eurostars-114502

PROJECT COUNTRIES

South Korea, The Netherlands

START DATE

01/11/2020

PROJECT DESCRIPTION

The Firefly project aims to deliver a breakthrough streetlight sensor that will detect real-time road traffic, and warn near-by traffic light(s) on approaching road traffic. Firefly will use set of motion detection sensor(s), advance real-time communication, and will fit into existing streetlights. The detection data will be sent to a central server, which will then push messages to relevant traffic lights (via API). Project will deliver advance sensor (electronic product) and associated software system.

PROJECT TITLE

A system for at-home blood and plasma sampling with functions for time stamp and personal (CAPTAINER2G) - Project ID eurostars-114445

PROJECT COUNTRIES

Germany, Sweden

START DATE

01/12/2020

PROJECT DESCRIPTION

This project will develop the first-of-its kind quantitative Dried Blood Spot (qDBS) and quantitative Dried Plasma Spot (qDPS) system with integrated time-stamp and DNA-based personal ID functions. This system will disrupt the traditional blood and plasma sampling value chain by enabling fully reliable and traceable blood & plasma sampling at home. The consortium members bring all critical technologies required to enable this transformation of healthcare.

FOR MORE AWARD INFORMATION

<https://www.eurekanetwork.org/project-database/?page=4> and check out your national National Funding Body

The Hospital Future Act - Funding for the Digitalisation of German hospitals

Charlotte von der Brelie

The Covid emergency has shown us that we need a well-equipped, flexible and modern healthcare system that is able to quickly adapt to changes and be resistant enough to handle the influx of patients during a pandemic. The KHZG provides a unique opportunity for healthcare providers and hospitals to modernize their existing systems and create new ones that are better adapted to the digital age and uncertain futures.

Beginning in 2021, the German federal and state governments started to offer grants for the digitalization of hospitals in accordance with the Hospital Future Act (KHZG). This money is used to support projects that are intended to modernize and sustainably improve emergency supplies, infrastructures, and IT security.

The Hospital Future Act (KHZG) is a law passed in September 2020. The law corresponds to the implementation of the "Hospitals Future Program" decided by the federal government in June 2020 and is intended to make a significant contribution to digitization in the healthcare sector. To modernize the health system and improve patient care, the KHZG provides for the establishment of a hospital future fund (KHZF) at the Federal Social Security Office (BAS). Starting in January 2021, a total of 4.3 billion euros will be paid into the KHZF. Of this, 3 billion euros are provided by the federal government and 1.3 billion euros by the federal states.

BACKGROUND ON THE GERMAN HEALTH SYSTEM

The German health care system is partially organised through federal legislation but health care is an exclusive prerogative of the federal states. This means that it is states that are individually responsible for the administration of healthcare and its infrastructure in their region. The KHZG is an extraordinary measure to support the federal states that shows the importance of digitizing the healthcare system to the federal government.

The aim of the KHZG is to modernize hospitals with a view to in-patient emergency care, to create nationwide standards, to promote networking within healthcare and to increase the quality of medical care for the benefit of patients. The law also aims to improve IT security in hospitals. Digitization is intended to help simplify internal processes and relieve medical staff in their day-to-day work. Further measures of the KHZG include

special regulations regarding the COVID-19 pandemic, such as financial relief and the extension of various deadlines.

The funding guidelines list eleven objectives, each of which has both optional and mandatory criteria (see below). The topics funded range from cybersecurity for hospitals to overarching digitization – including the adaption of digital medication management, digital care & treatment documentation and the inclusion of robotics and telemedicine into hospital procedures. Furthermore, pandemic precautions as well as cloud computing are also included.

There are eleven topics funded by the Krankenhauszukunftsgesetz (KHZG).



The Krankenhauszukunftsgesetz (KHZG) is a law implementing the Krankenhauszukunftsfonds (KHZF)

4.3 billion euros will be made available for the digitalization of hospitals nationwide.

A step-by-step guide to applying for funding

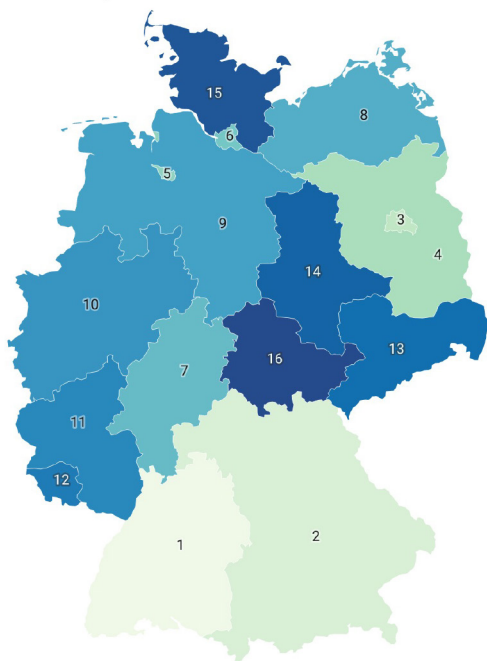
The funding under the KHZG applies from January 1, 2021. Hospital owners can already register their funding needs with the respective state, the state then receives the federal funding, based on the registered need of its local hospitals. In each federal state there is a dedicated (?) office for applying for funding.

After hospitals have registered their needs, the federal government submits an application to the BAS for funding for the hospital operator's project. Within three months of the required notification, the state will select which projects will be funded.

Applications can be submitted by the states to the Federal Social Security Office (BAS) until December 31, 2021.

Province-specific deadlines for requirement registrations

as part of the KHZG funding



Map: Grants Office • Created with Datawrapper

CONCLUSION

The pandemic has made many aware of the advantages of a healthy and resilient healthcare system and the KHZG directly contributes to those advantages. It allows German hospitals to drive modernization and prepare for rare emergencies, an expense many long saw as a worst-case scenario and as unnecessary spending but that now clearly stands as critical to a resilient society. As the substantial funding of German healthcare through the KHZG programme makes clear, health is back at the forefront of policymaking in Europe.

This measure provides a unique moment in history by combining federal and state funding to improve healthcare nationwide.

Each federal state has different deadlines when it comes to KHZG funding.

01 Baden-Wuerttemberg

Project outline with country-specific form by April 23, 2021

Requests by October 15, 2021

02 Bavaria

Two-step process

1st stage: Applications within the individually determined maximum limit by May 31, 2021

2nd stage: Applications for further funds that may not have been called up by the end of September 2021

03 Berlin

Second requirement notification after August 31, 2021

04 Brandenburg

Application for the lump-sum funds by May 28, 2021

The funds that are still available may be redistributed.

05 Bremen

First notification of requirements by 09/30/2021, then distribution of the remaining funds by the health authorities.

06 Hamburg

First notification of requirements from the plan hospitals by January 31, 2021

07 Hesse

Second requirement notification by October 31, 2021

08 Mecklenburg-Western Pomerania

Requirement notification by 02/28/2021 (extension if necessary, if necessary)

09 Lower Saxony

1st wave of applications (80%) by June 30, 2021

2nd wave of applications: free

10 North Rhine-Westphalia

Requirement notification 17 to 31 May 2021

11 Rhineland-Palatinate

First requirement notification by February 22nd, 2021

Main application phase: 01.04. - May 15, 2021

Second requirement registration: 01.08 - 31.08.2021

12 Saarland

Registration by April 30th, 2021

13 Saxony

Submission recommended by the end of Q3 / 2021 at the latest

14 Saxony-Anhalt

Requirement notification by May 31, 2021

15 Schleswig-Holstein

Requirement notification by May 31, 2021

16 Thuringia

Project outline with country-specific form by April 23, 2021

Requirement notification by October 15, 2021



BIG NEWS!

Grants Office is now supporting 12 countries in 3 continents!



Get a sneak peak of our Netherlands location at www.grantsoffice.nl and check out the [map](#) of our worldwide coverage!