

How to read a call for application ?

20 March 2025

A Step-by-Step Guide

Carla Finocchiaro – OECD Academy Board



- Policy framework
- Horizon Europe and its components : how it works ?
 - Strategic Plan & Mission on Cancer
 - Pillars
 - Workprogrammes
 - Destinations
 - Topics
- A real case: the CCI4EU project
- Tips on evaluation criteria, process and application forms
- Conclusions



European Beating Cancer Plan (EBCP) is an **EU policy**, adopted by the European Commission on **February 3, 2021**.

It is a comprehensive strategy for cancer prevention, treatment, and research, aiming to reduce cancer incidence and improve the quality of life for patients and survivors.

Key Features of the EBCP:

- **policy framework, not a direct funding program, but it is linked to instruments such as Horizon Europe, EU4Health, and Digital Europe.**
- **based on four pillars:** prevention, early detection, treatment, and quality of life after cancer.
- **takes a cross-sectoral approach,** involving health, research, environment, and digital policies.
- **includes the Mission on Cancer under Horizon Europe,** to drive scientific innovation in cancer research.

The EBCP is a key pillar of the EU's health policy, strengthening cooperation among Member States and promoting concrete actions to fight cancer at the European level.



HOW IT WORKS ?



Strategic planning to define multiannual work programmes and calls for proposals

- Transparency and stakeholder involvement
- Prioritisation and flexibility to align to political priorities
- Internal programme coherence & synergies with other programmes

Multiannual Strategic R&I Plan

* Multiannual orientations and priorities in one document

* Areas for partnerships and missions

Strategic discussions with Member States and European Parliament

Consultation with stakeholders



Strategic Plan 2025-2027 aims to **facilitate Horizon Europe implementation**, linking **EU policy priorities with Horizon Europe R&I activities**, through direct investment towards addressing global challenges, **supporting key strategic priorities**:

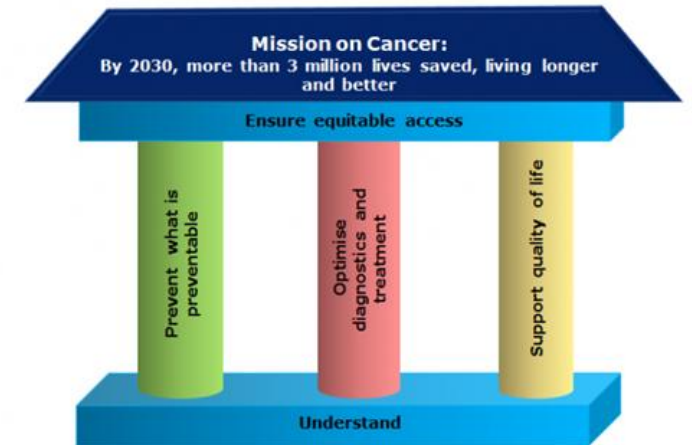
1. **Green transition**
2. **Digital Transition**
3. **Resilient, Competitive, Democratic and Inclusive Europe**



IMPLEMENTING HORIZON EUROPE THROUGH THE STRATEGIC PLAN



EU Missions are flagships of Horizon Europe aiming to address **urgent global challenges** through coordinated efforts across programs and stakeholders. In detail, EU aims to **reduce cancer incidence, improve patient quality of life**, and position the EU as a **global leader in cancer prevention and care**



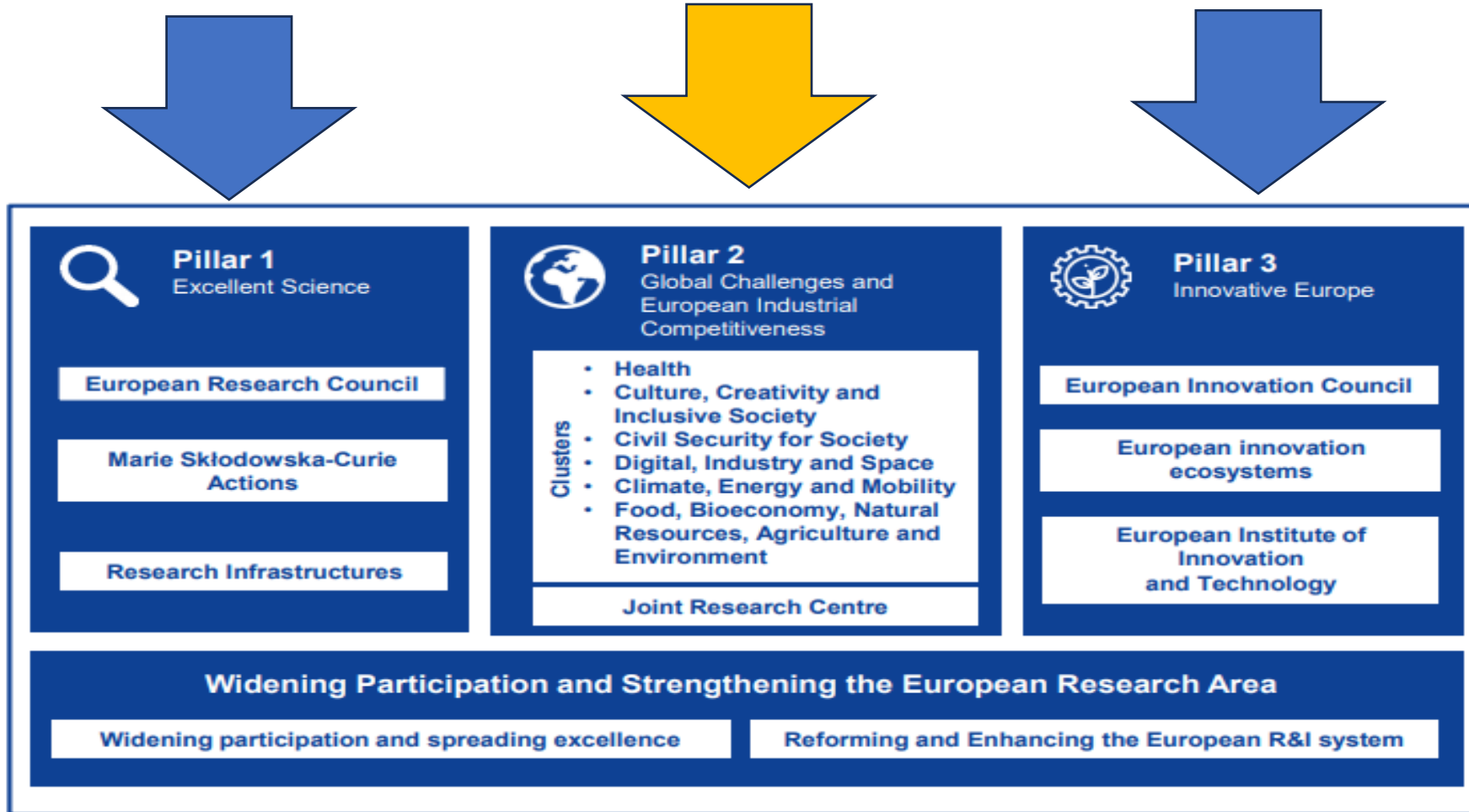
- Sustainable Prevention
- Early Detection
- High-Quality Treatment
- Improving the Quality of Life
- Reducing Inequalities
- Focus on Childhood cancer
- Funding and International Cooperation (EU-WHO)
- Governance and Implementation



HOW IT WORKS ?



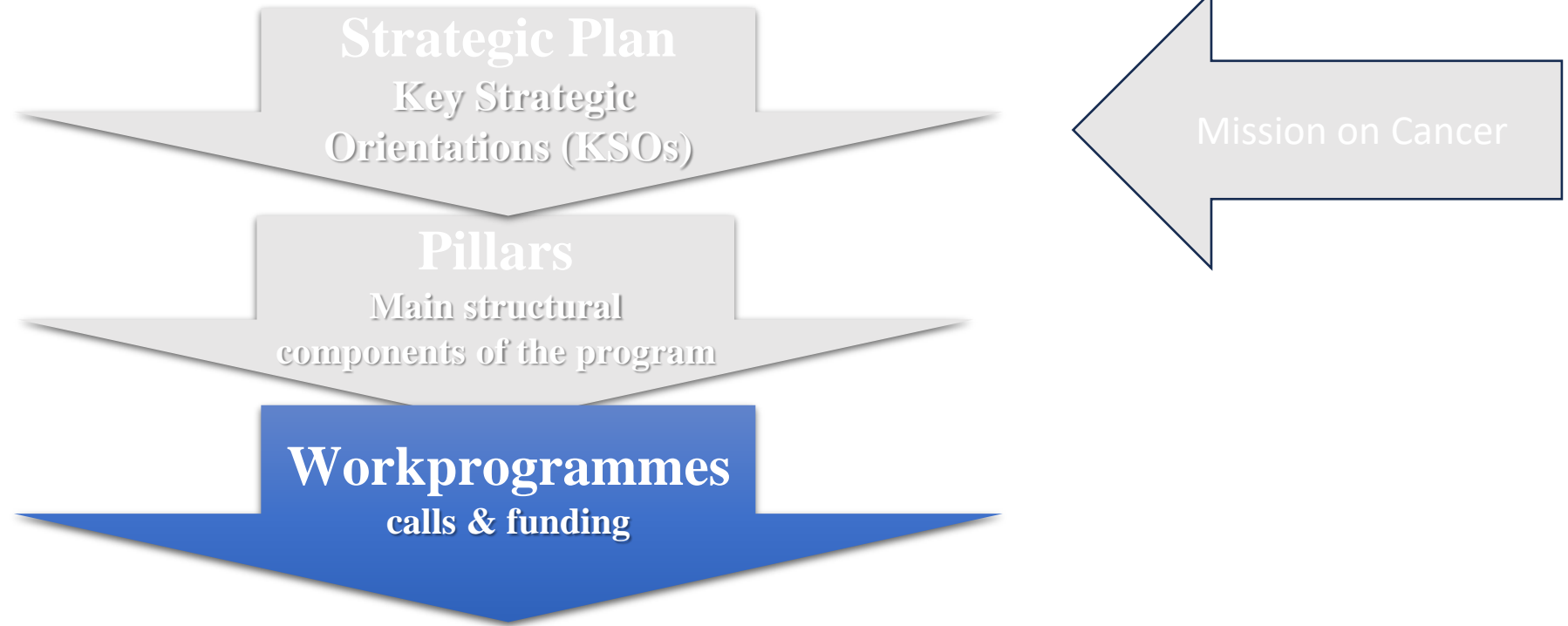
HORIZON EUROPE STRUCTURE



Source European Commission



HOW IT WORKS ?



Specific objectives of the Programme

Support the creation and diffusion of high-quality knowledge

Strengthen the impact of R&I in supporting EU policies

Foster all forms of innovation and strengthen market deployment

Optimise the Programme's delivery for impact in a strengthened ERA



Source European Commission



Improving and protecting the health of citizens at all ages, by developing innovative solutions to prevent, diagnose, monitor, treat and cure disease; mitigating health risks, protecting population and promoting good health; making public health systems more cost-effective, equitable and sustainable; and supporting and enabling patients' participation and self-management.



HOW IT WORKS ?



Mission on Cancer

Strategic Plan

Key Strategic
Orientations (KSOs)

Pillars

Main structural
components of the program

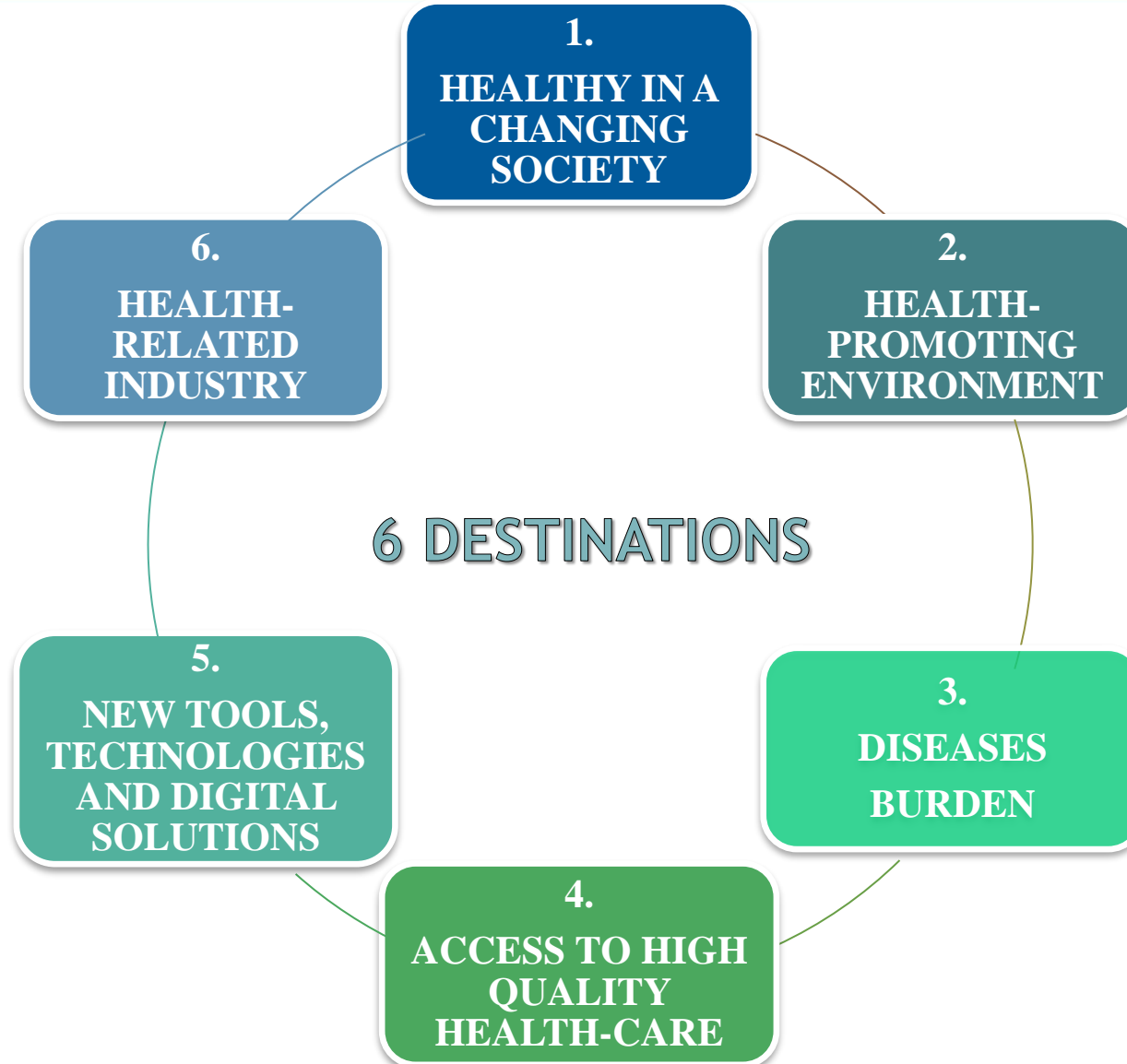
Workprogrammes

calls & funding

Destinations

Thematic research areas
that support strategic goals





HOW IT WORKS ?



Specific objectives of the Programme

Support the creation and diffusion of high-quality knowledge

Strengthen the impact of R&I in supporting EU policies

Foster all forms of innovation and strengthen market deployment

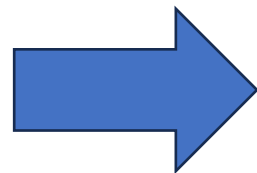
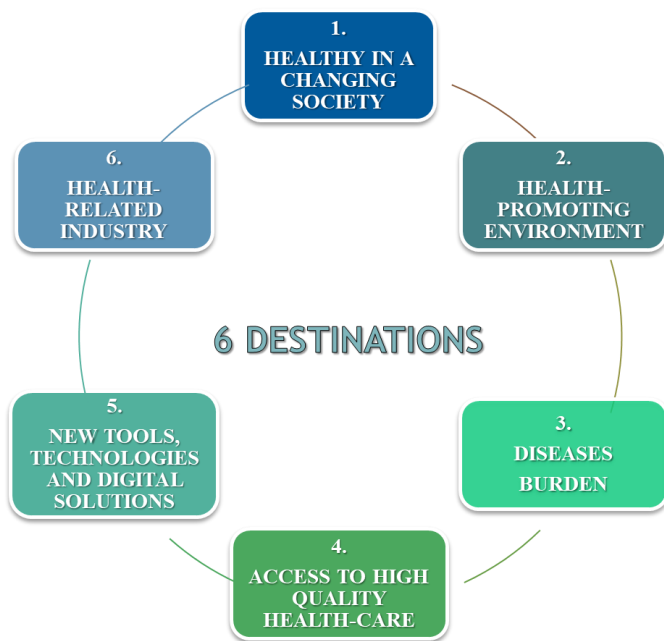
Optimise the Programme's delivery for impact in a strengthened ERA



Source European Commission



The **Mission Cancer** and **Cluster 1: Health** in Horizon Europe are closely connected, as they both aim to improve cancer prevention, diagnosis, treatment, and patient care. Here's how they relate:



- Policy framework
- Horizon Europe and its components : how it works ?
 - Strategic Plan & Mission Cancer
 - Pillars
 - Workprogrammes
 - Destinations
 - Topics
- A real case: the CCI4EU project
- Tips on evaluation criteria, process and application forms
- Conclusions





EN

Horizon Europe

Work Programme 2021-2022

12. Missions

(European Commission Decision C(2022)2975 of 10 May 2022)

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HORIZON-MISS-2022-CANCER-01-02



Call - Research and Innovation actions supporting the implementation of the Mission on Cancer

HORIZON-MISS-2022-CANCER-01

Conditions for the Call

Indicative budget(s)¹⁶⁵

Topics	Type of Action	Budgets (EUR million)	Expected EU contribution per project (EUR million) ¹⁶⁶	Number of projects expected to be funded
		2022		
Opening: 24 May 2022 Deadline(s): 07 Sep 2022				
HORIZON-MISS-2022-CANCER-01-01	RIA	50.00 ¹⁶⁷	3.00 to 8.00	10
HORIZON-MISS-2022-CANCER-01-02	CSA	10.00 ¹⁶⁸	Around 10.00	1
HORIZON-MISS-2022-CANCER-01-03	RIA	60.00 ¹⁶⁹	4.00 to 6.00	10
HORIZON-MISS-2022-CANCER-01-04	CSA	3.00 ¹⁷⁰	Around 3.00	1
HORIZON-MISS-2022-CANCER-01-05	CSA	3.00 ¹⁷¹	Around 3.00	1
Overall indicative budget		126.00		

General conditions relating to this call

<i>Admissibility conditions</i>	The conditions are described in General Annex A.
<i>Eligibility conditions</i>	The conditions are described in General Annex B.
<i>Financial and operational capacity and exclusion</i>	The criteria are described in General Annex C.
<i>Award criteria</i>	The criteria are described in General Annex D.
<i>Documents</i>	The documents are described in General Annex E.
<i>Procedure</i>	The procedure is described in General Annex F.
<i>Legal and financial set-up of the Grant Agreements</i>	The rules are described in General Annex G.

HORIZON-MISS-2022-CANCER-01-02



Programme: Horizon Europe (HORIZON)
Type of action: HORIZON-CSA HORIZON Coordination and Support Actions
Deadline model: single-stage
Opening date: 24 May 2022
Deadline date: 07 September 2022 17:00:00 Brussels time

General information

Call: Research and Innovation actions supporting the implementation of the Mission on Cancer (HORIZON-MISS-2022-CANCER-01)

Call title

Topic: HORIZON-MISS-2022-CANCER-01-02: Strengthening research capacities of Comprehensive Cancer Infrastructures

Topic title

Expected Outcomes = The expected effects of the project, over the medium term. The results of the project should contribute to these outcomes, fostered in particular by the dissemination and exploitation measures. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.

Expected Outcome: The Mission Board of the EU Mission on Cancer has defined Comprehensive Cancer Infrastructures as '*national or regional infrastructures that provide resources and services to support, improve and integrate cancer care, research, training of care professionals and education for cancer patients, survivors and families/carers.*'

Scope:
Building *inter alia* on the work carried out in several joint actions¹⁸⁰, the work of organisations in the area of accreditation and certification¹⁸¹, the work that will be carried out under the Europe's Beating Cancer Plan¹⁸², as well as existing¹⁸³ and potential future mappings, a capacity-building programme should be set up for Member States and several Associated Countries in the EU network of Comprehensive Cancer Centres, to be established through the Europe's Beating Cancer Plan, in order to help them develop or further improve digital, research & innovation-related capacities of future or existing Comprehensive Cancer Infrastructures.

Scope = Section that identifies the needs and gaps to be addressed in the project and the activities to be implemented.

The Mission Board of the EU Mission on Cancer has defined Comprehensive Cancer Infrastructures

”

as ‘national or regional infrastructures that provide resources and services to support, improve and integrate cancer care, research, training of care professionals and education for cancer patients, survivors and families/carers’

“



HORIZON-MISS-2022-CANCER-01-02: Strengthening research capacities of comprehensive cancer infrastructures

Closure: 07.09.2022; Indicative call budget: EUR 10 M; Project size: EUR 10 M; Coordination & Support Action

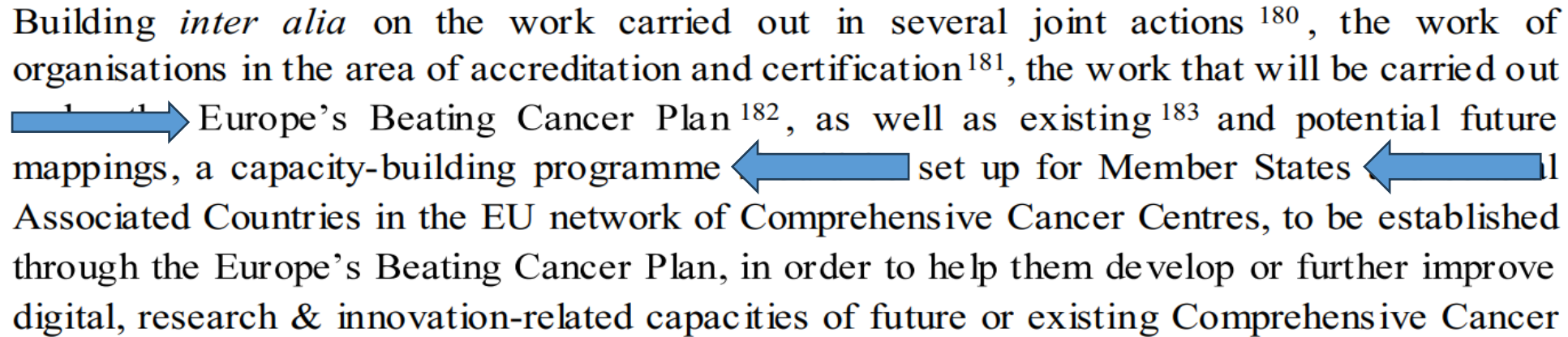
Scope:

- Offer an R&I-centred **capacity-building programme** to support existing and future comprehensive cancer infrastructures.
- Cooperation with the EU network of comprehensive cancer centres CRANE, being established through Europe's Beating Cancer Plan. Participating countries will be provided with recommendations. Support and roadmap for implementation and transferable best practices will be identified.

Expected outcomes:

- Research and health policy makers will benefit from support to further develop or set up comprehensive cancer infrastructures, leading to improvement in *research and access to care*.
- Research and healthcare professionals will benefit from a **better integration between research and care**;
- Researchers will benefit from innovative infrastructures to perform research and participate in studies.
- Citizens, including patients and their caregivers will have access to screening, diagnostics and treatments, care pathways and integrated care. **Participation in clinical trials will be facilitated.**

Scope:



Building *inter alia* on the work carried out in several joint actions ¹⁸⁰, the work of organisations in the area of accreditation and certification ¹⁸¹, the work that will be carried out Europe's Beating Cancer Plan ¹⁸², as well as existing ¹⁸³ and potential future mappings, a capacity-building programme set up for Member States Associated Countries in the EU network of Comprehensive Cancer Centres, to be established through the Europe's Beating Cancer Plan, in order to help them develop or further improve digital, research & innovation-related capacities of future or existing Comprehensive Cancer

- The capacity-building programme should be organised over the course of three years, with at least one training session taking place in each Member State and those Associated Countries in the EU network of Comprehensive Cancer Centres, to be established through the Europe's Beating Cancer Plan. In the planning of the capacity-building programme, sufficient time should be allocated to ensure proper follow-up and implementation of the recommendations provided to the participating countries.
- Each training session shall be tailored to the needs of the participating country. These needs shall be identified and discussed with the participating country prior to the session. This concerns in particular the required participants / stakeholder groups, duly reflecting health and research system specificities.

- The capacity-building programme should start in countries with no existing Comprehensive Cancer Infrastructure, followed by those with some existing Comprehensive Cancer Infrastructures but needing substantial improvement, and then support the further development of Comprehensive Cancer Infrastructures in countries with an already established system.
- The training sessions shall consist of balanced theoretical and practical parts, including simulations, case studies, group exercises, mutual learning exercises and on-the-spot visits (when possible) to gather practical experience.
- At the end of each training session, a report shall be produced indicating the areas identified for improvement and suggesting recommendations and a follow-up for the participating country. This should include information on available EU (funding) instruments as well improvement.
 - After the initial session, the project should provide an on-demand support service to the participating country(ies) to ensure proper follow-up and support for the implementation of the recommendations provided.
 - Proposals should consider, as part of this follow-up, to invite the country to participate to a supplementary and more focused session. The possibility of a twinning activity with another country which is more advanced on the areas identified for improvement should be explored as part of this follow-up.

- Proposals should consider including the following areas of development or improvement of future or existing Comprehensive Cancer Infrastructures in their capacity building activities:
 - Enhanced involvement in and quality of scientific research, including development and participation to clinical trials and epidemiological studies (e.g. clinical trial design, process of trial approval, ethical aspects, recruitment, staffing and training requirements including digital skills, organisational aspects, regulatory requirements, core facilities, patient participation and empowerment (in the planning and implementation of patient-oriented cancer research);
 - Better integration between research and care programmes;
 - Improvement of patient care pathways and integrated care;
 - Development and
 - Implementation of
 - Support in accred
 - Networking capacities (within and across Member States), including through improvement of data exchange capacities (e.g. interoperability and data protection related aspects);
 - Gender-related aspects (with respect to representation in research and career pathways and any other relevant aspects).

- At the end of the capacity-building programme, an overall report shall be produced, highlighting transferable best practices and lessons learned from the capacity-building programme and the support provided.

Due consideration should be given to other relevant EU-funded initiatives¹⁸⁴. This capacity-building programme should be built and conducted in full synergy and complementarity with the actions foreseen under as a facilitator.

Furthermore, the project funded under this topic is strongly encouraged to participate in networking and joint activities with other ongoing projects under the mission on cancer and other cancer relevant projects, as appropriate. These networking and joint activities could, for example, involve the participation in joint workshops, the exchange of knowledge, the development and adoption of best practices, or joint communication activities. This could also involve networking and joint activities with projects funded under other clusters and pillars of Horizon Europe, or other EU programmes, as appropriate.

The Commission may facilitate Mission-specific coordination through future actions. Therefore, proposals should include a budget for the attendance to regular joint meetings and may consider covering the costs of any other potential joint activities without the prerequisite to detail concrete joint activities at this stage. The details of these joint activities will be defined during the grant agreement preparation phase and project duration. In this regard, the Commission will take on the role of facilitator for networking and exchanges, including with relevant initiatives and stakeholders, if appropriate.

What are the steps of implementation of CB in CCI4EU ?

To achieve these challenging results in terms of process and outcomes, CCI4EU will design and implement the following sequential steps



1

Define quality indicators and Maturity Model

This will be done in integration with current EU actions focused on similar concepts (CraNE2, JANE2 and ECHOS-HUBS)

What are the steps of implementation of CB?

2

Profile each MS and a few Associated Countries in terms of CCI presence and levels of maturity

The opening hypothesis is that presence and maturity of CCIs varies widely among MSs without satisfying a comprehensive definition

3

Design tailored CBP interventions, giving priority to member states without any CCI

This will be done according to the maturity of CCIs, the specific need analyses from the quality indicator results, and involve relevant stakeholders in each Member State

4

Deliver online tailored training courses open to teams in all MSs and ACs

These online interventions will be designed to train teams rather than isolated individual trainees, so that impact in CCIs can be ascertained

What are the steps of implementation of CB?

5

Implement onsite interventions

- (a) Deep Dives in up to 9 CCI in MSs with targeted interventions involving teams of experts consulting
- (b) 3 Capacity Building Conferences oriented towards widening participating countries to implement CB among teams from CCIs

6

Scale up and sustain development

The CB interventions will be evaluated for effectiveness, and recommendations will be formulated for designing future CB scaled-up programmes using EU instruments to build cancer research and care capacity in all CCIs in all MSs

7

Disseminate and exploit

The results of the evaluated CB interventions will be published in many formats and communicated to policymakers, professionals, patients and other stakeholders for future actions

- Policy framework
- Horizon Europe and its components : how it works ?
 - Strategic Plan & Mission Cancer
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Evaluation criteria

EXCELLENCE

- ✓ 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, interdisciplinary 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

- ✓ 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 due to the project.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

- ✓ 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 extent to which the **consortium** as a whole brings together the necessary expertise.

Proposals aspects are assessed to the extent that the proposed work is within the scope of the work programme topic



- On-line vs offline submission
- Forms to fill out

PART A

- 1) General Information
- 2) Participants (Coordinator and partners' entity data//researchers involved/overall budget)
- 3) Budget
- 4) Ethics&Security
- 5) Other questions

1° stage

PART B

Title of the proposal and list of participants

1) Excellence

- 1.1) Objectives and ambition
- 1.2) Methodology

2) Impact

- 2.1) Project pathway towards impact
- 2.2) Measures to maximise impact
 - Dissemination and exploitation of results
 - Communication activities
- 2.3) Summary – key elements of the impact section

3) Quality and efficiency of the Implementation

- 3.1) Work plan and resources — Work packages, deliverables, milestones, risks, P/M, subcontracting costs, purchase costs other costs categories
- 3.2) Capacity of participants and consortium as a whole

Annexes:

- Financial support to third parties
- Clinical trial
- Calls Flagged as security sensitive

Full proposal:
50 pages



➤ Specific formatting requirements

Proposal template Part B: technical description

(for short proposals: first stage of a two-stage submission procedure)

This template is to be used in a first stage of a two-stage submission procedure.

The structure of this template must be followed when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1 and 2 each correspond to an evaluation criterion for a first stage proposal in a two-stage submission procedure.

Please be aware that proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes to content, budget and consortium composition during grant preparation.

⚠ Page limit: The page limit is 10 pages. The number of pages included in each section of this template is only indicative.

The page limit will be applied automatically. **At the end of this document you can see the structure of the actual proposal that you need to submit, please remove all instruction pages that are watermarked.**

If you attempt to upload a proposal longer than the specified limit before the deadline, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the deadline, excess pages (in over-long proposals/applications) will be automatically made invisible and will not be taken into consideration by the experts. The proposal is a self-contained document. Experts will be instructed to ignore hyperlinks to information that is specifically designed to expand the proposal, thus circumventing the page limit.

Please, do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

⚠ The following formatting conditions apply.

The reference font for the body text of proposals is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).

The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that its use does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit).

The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. This applies to the body text, including text in tables.

Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

This document is tagged. Do not delete the tags; they are needed for our internal processing of information, mostly for statistical gathering. In that light, please do not move, delete, re-order, alter tags in any way, as they might create problems in our internal processing tools. Tags do not affect or influence the outcome of your application.

Documents

Call documents:

Standard application form — *call-specific application form is available in the Submission System*

[Standard application form \(HE CSA\)](#)

Standard evaluation form — *will be used with the necessary adaptations*

[Standard evaluation form \(HE CSA\)](#)

MGA

[HE General MGA v1.0](#)

[Call-specific instructions](#)

[Information on clinical studies \(HE\)](#) [↗](#)

Additional documents:

[HE Main Work Programme 2021–2022 – 1. General Introduction](#)

[HE Main Work Programme 2021–2022 – 12. Missions](#)

[HE Main Work Programme 2021–2022 – 13. General Annexes](#)

[HE Programme Guide](#)

[HE Framework Programme and Rules for Participation Regulation 2021/695](#)

[HE Specific Programme Decision 2021/764](#) [↗](#)

[EU Financial Regulation](#)

[Rules for Legal Entity Validation, LEAR Appointment and Financial Capacity](#)

[EU Grants AGA — Annotated Model Grant Agreement](#)

[Funding & Tenders Portal Online Manual](#)

[Funding & Tenders Portal Terms and Conditions](#)

[Funding & Tenders Portal Privacy Statement](#)

- ✗ Misalignment with the Call's Objectives
- ✗ Weak Impact Section
- ✗ Poor Consortium Composition
- ✗ Lack of Innovation and Ambition
- ✗ Include eligible countries
- ✗ Poor writing and structure
- ✗ Missing the deadline



- ✓ Always read carefully before applying
- ✓ Keep track of deadlines
- ✓ Reach out for clarifications
- ✓ Submit a complete and well-prepared application
- ✓ Exploit your ecosystem



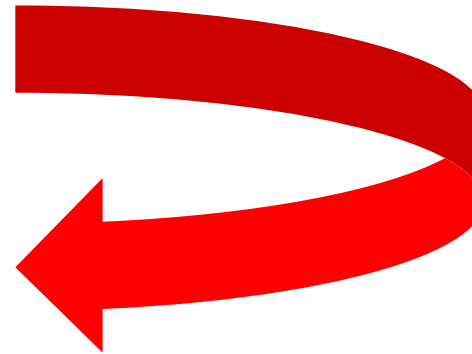
➤ Exploit your ecosystem

Demand:

- Citizens
- Patients
- Policy makers (National and EU)
- Market

Influencers:

- Associations
- Foundations
- Media
- Regulators



Industry/SME

Research / Clinical providers:

- University
- Hospitals
- Research & Clinical centres
- Laboratories



**THANK YOU FOR YOUR
ATTENTION!**

*Carla Finocchiaro – OECD Academy Board
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Horizon Europe Strategic Plan 2025-2027:

https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/strategic-plan_en

Horizon Europe Strategic Plan 2025-2027 - Cluster 1 Health:

https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/cluster-1-health_en

Mission on Cancer:

https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe/eu-mission-cancer_en

