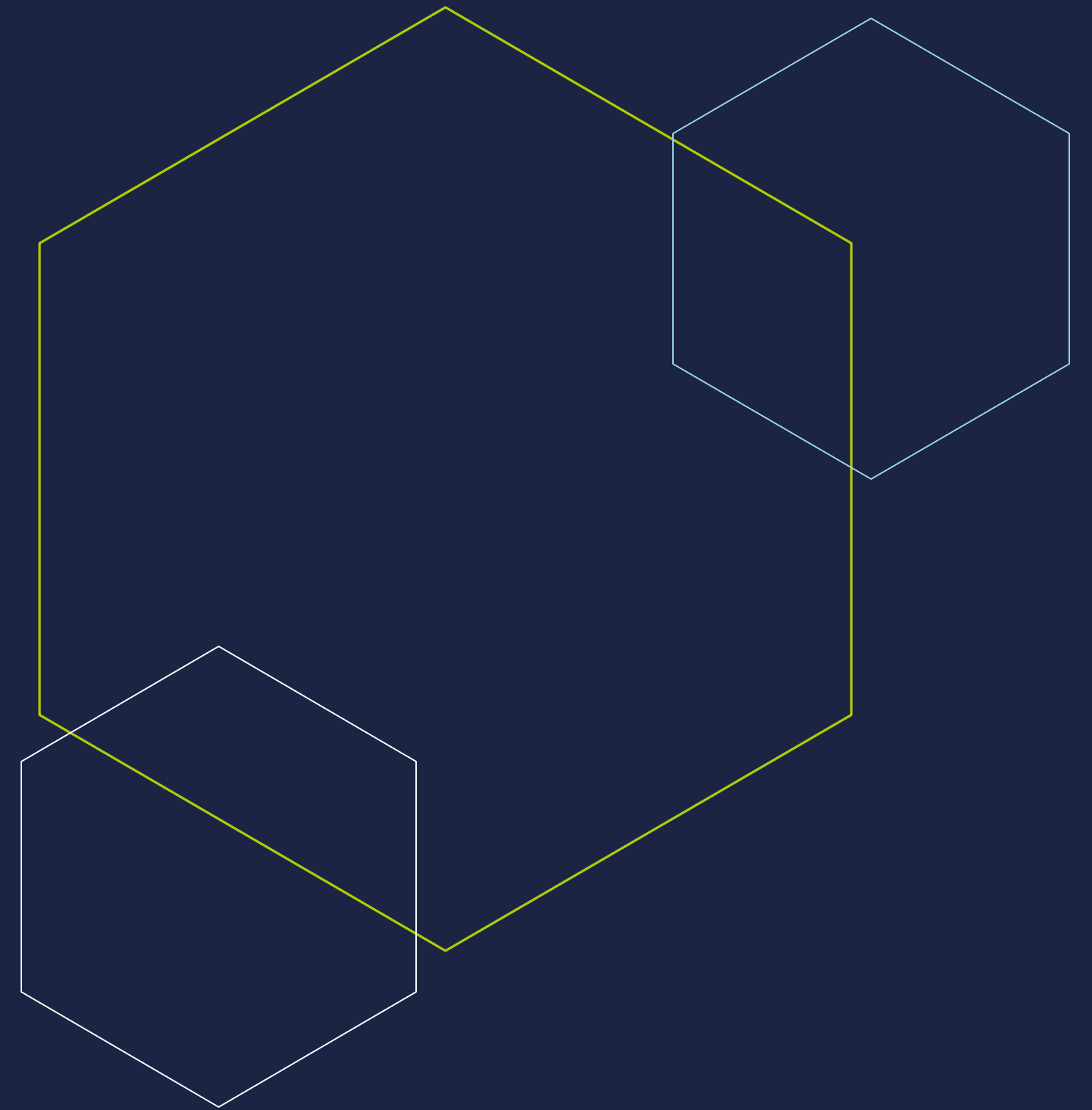


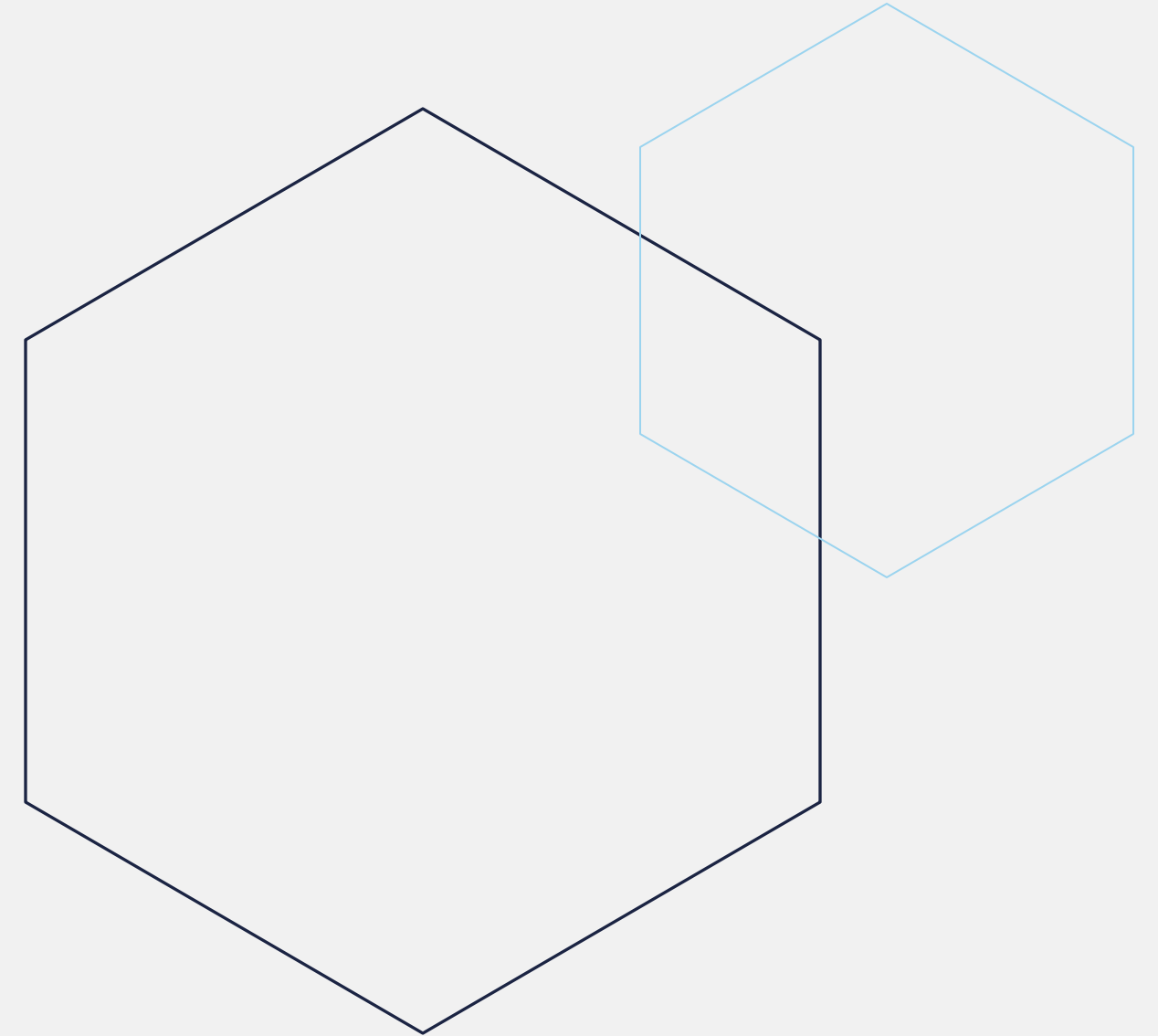
# Horizon Europe: Impact, Impact, Impact

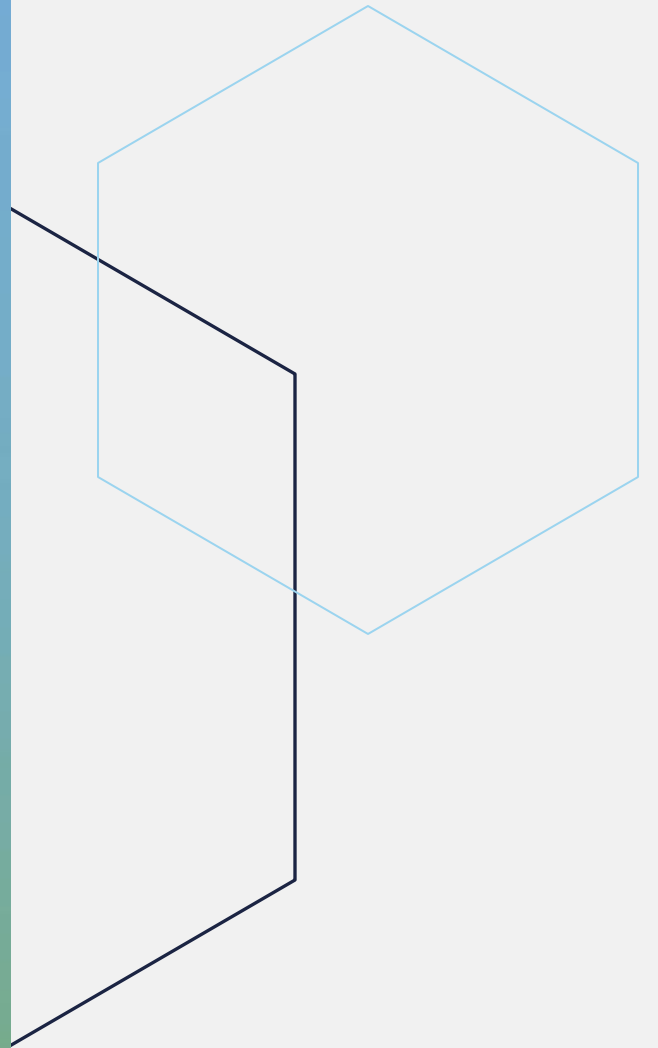


## General objective of Horizon Europe:

*Article 3 (1) Horizon Europe Regulation*

“to deliver **scientific, technological, economic and societal impact** from the Union's investments in R&I so as to strengthen the scientific and technological bases of the Union and foster the competitiveness of the Union in all Member States including in its industry, to deliver on the Union strategic priorities and to contribute to the realisation of Union objectives and policies, to tackle global challenges, including the SDGs by following the principles of the 2030 Agenda and the Paris Agreement, and to strengthen the ERA. The Programme shall thus maximise Union added value by focusing on objectives and activities that cannot be effectively realised by Member States acting alone, but in cooperation.”





# Horizon Europe strategy 2025-2027



Green Transition



Digital Transition



Resilient, Competitive, Inclusive,  
and Democratic Europe

# HORIZON EUROPE

**Strategic Plan  
2021 - 2024**

**Strategic  
Plan  
Analysis**

**Strategic Plan  
2025 - 2027**

**Work Programme  
2021 - 2022**

**Work Programme  
2023 - 2024**

**Work Programme**

**PROJECT**

**PROJECT**

**PROJECT**

**PROJECT**

**PROJECT**

**PROJECT**





Green Transition

Digital Transition

A more Resilient, Competitive, Inclusive, & Democratic Europe

Figure 2 – Overview of Expected Impacts

CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4	CLUSTER 5	CLUSTER 6
<p><b>Health</b></p> <ol style="list-style-type: none"> <li>1. Staying healthy in a rapidly changing society</li> <li>2. Living and working in a health-promoting environment</li> <li>3. Tackling diseases and reducing disease burden</li> <li>4. Ensuring equal access to innovative, sustainable, and high-quality healthcare</li> <li>5. Developing and using new tools, technologies and digital solutions for a healthy society</li> <li>6. Maintaining an innovative, sustainable, and competitive EU health industry</li> </ol>	<p><b>Culture, Creativity &amp; Inclusive Society</b></p> <ol style="list-style-type: none"> <li>7. Reinvigorating democratic governance</li> <li>8. Realising the full potential of cultural heritage, arts, and cultural and creative sectors</li> <li>9. Strengthening social and economic resilience and sustainability</li> <li>10. Boosting inclusive growth and reducing vulnerabilities effectively</li> </ol>	<p><b>Civil Security for Society</b></p> <ol style="list-style-type: none"> <li>11. Reducing losses from natural, accidental and human-made disasters</li> <li>12. Facilitating legitimate movement of passengers and goods into the EU, while preventing illicit acts</li> <li>13. Tackling crime and terrorism more effectively and increasing the resilience of infrastructures</li> <li>14. Increasing cybersecurity and making the online environment more secure</li> </ol>	<p><b>Digital, Industry &amp; Space</b></p> <ol style="list-style-type: none"> <li>15. Achieving global leadership in climate-neutral, circular and digitised industrial and digital value chains</li> <li>16. Achieving technological leadership for Europe's open strategic autonomy in raw materials, chemicals and innovative materials</li> <li>17. Developing an agile and secure single market and infrastructure for data-services and trustworthy artificial intelligence services</li> <li>18. Achieving open strategic autonomy in digital and emerging enabling technologies</li> <li>19. Achieving open strategic autonomy in global space-based infrastructures, services, applications, and data</li> <li>20. Digital and industrial technologies driving human-centric innovation</li> </ol>	<p><b>Climate, Energy &amp; Mobility</b></p> <ol style="list-style-type: none"> <li>21. Advancing science for a fair transition to a climate-neutral and resilient society</li> <li>22. Facilitating the clean and sustainable transition of the energy and transport sectors towards climate neutrality through cross-cutting solutions</li> <li>23. Ensuring more efficient, sustainable, secure, and competitive renewable and decarbonised energy supply</li> <li>24. Using energy in buildings and industry in an efficient, affordable and sustainable way</li> <li>25. Achieving sustainable, inclusive, and competitive transport modes</li> <li>26. Developing multimodal systems and services for climate-neutral, smart, inclusive, and safe mobility</li> </ol>	<p><b>Food, Bioeconomy, Natural Resources, Agriculture &amp; Environment</b></p> <ol style="list-style-type: none"> <li>27. Fostering mitigation of and adaptation to climate change in areas and sectors covered by Cluster 6</li> <li>28. Putting biodiversity on a path to recovery, and protecting and restoring ecosystems and their services</li> <li>29. Achieving healthy soils and forests, as well as clean air, fresh and marine water, whilst ensuring water resilience and the transition to a clean, competitive and circular economy and sustainable bioeconomy</li> <li>30. Ensuring healthy food and nutrition security by making agriculture, fisheries, aquaculture and food systems sustainable, resilient, inclusive and within planetary boundaries</li> <li>31. Sustainably developing rural, urban and coastal areas</li> <li>32. Developing innovative governance models and tools enabling sustainability and resilience</li> </ol>



# HORIZON EUROPE INTERVENTION LOGIC

**GENERAL OBJECTIVE:** to deliver scientific, technological, economic and societal impact from the Union's investments in R&I so as to strengthen the scientific and technological bases of the Union and foster the competitiveness of the Union in all Member States including in its industry, to deliver on the Union strategic priorities and to contribute to the realisation of Union objectives and policies, to tackle global challenges, including the SDGs by following the principles of the 2030 Agenda and the Paris Agreement, and to strengthen the ERA.

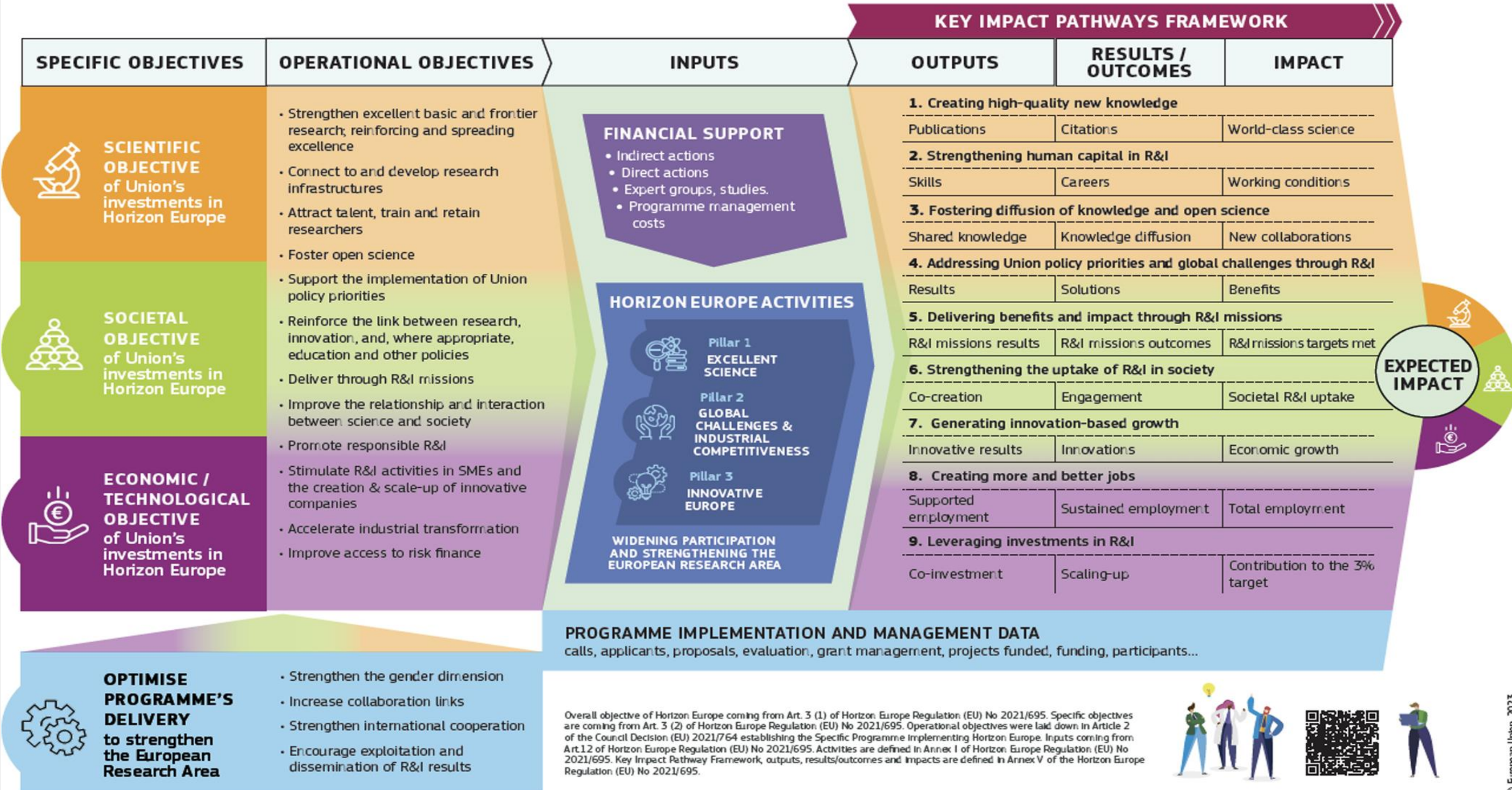


Figure 3: Intervention Logic

# HORIZON EUROPE INTERVENTION LOGIC

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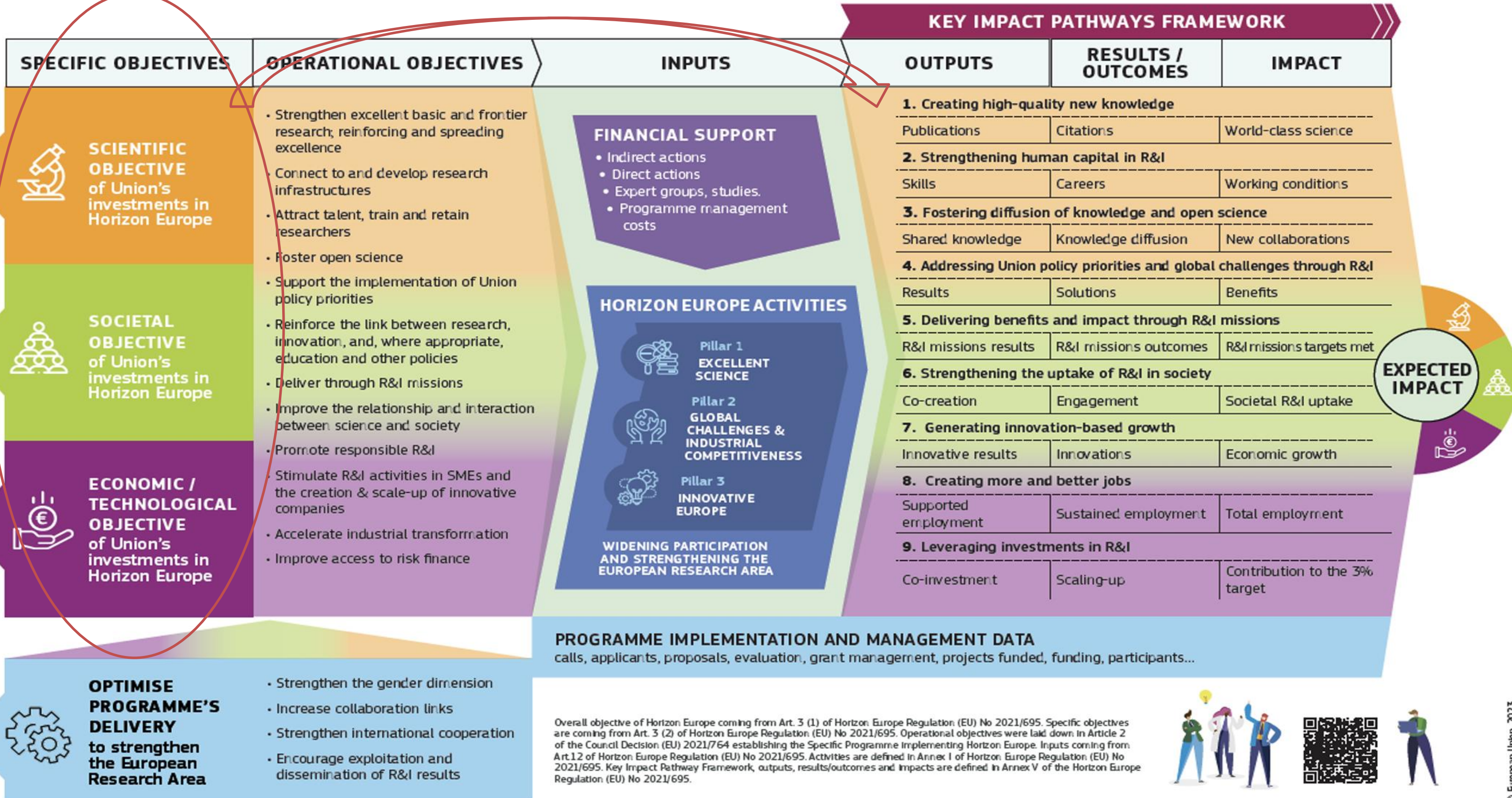


Figure 3: Intervention Logic



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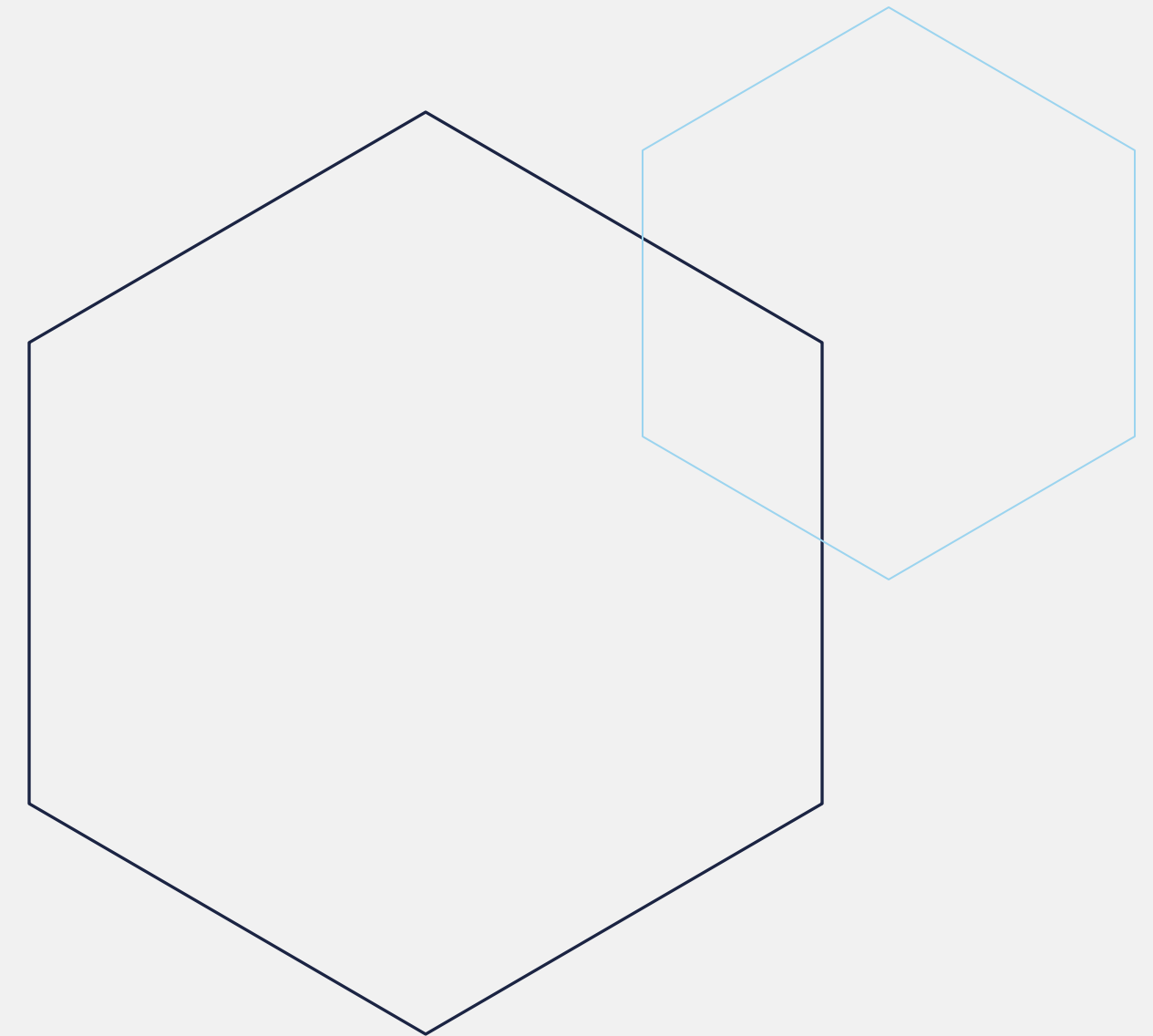
**9 Key Impact Pathways** provide a **measurable framework** for assessing the contribution of Horizon Europe projects to the **32 Expected Impacts**

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The **32 Expected Impacts** are broad, long-term societal, economic, and scientific goals within specific clusters, while the **9 Key Impact Pathways** help track how project results lead to these broader impacts.

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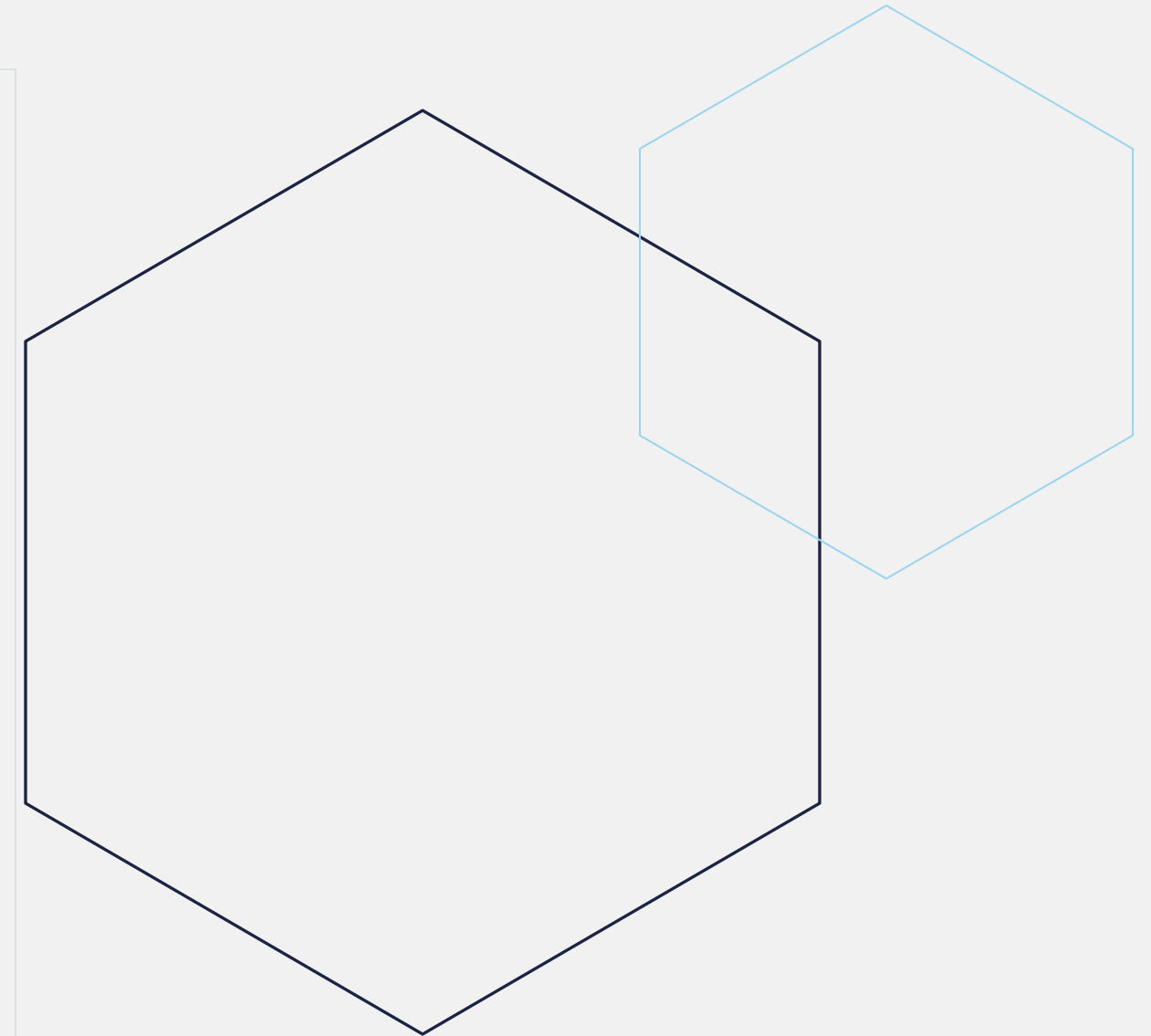
The pathways ensure that projects are **monitored across scientific, societal, and economic dimensions**, ensuring they contribute to key EU priorities and global challenges.



# Impactful research

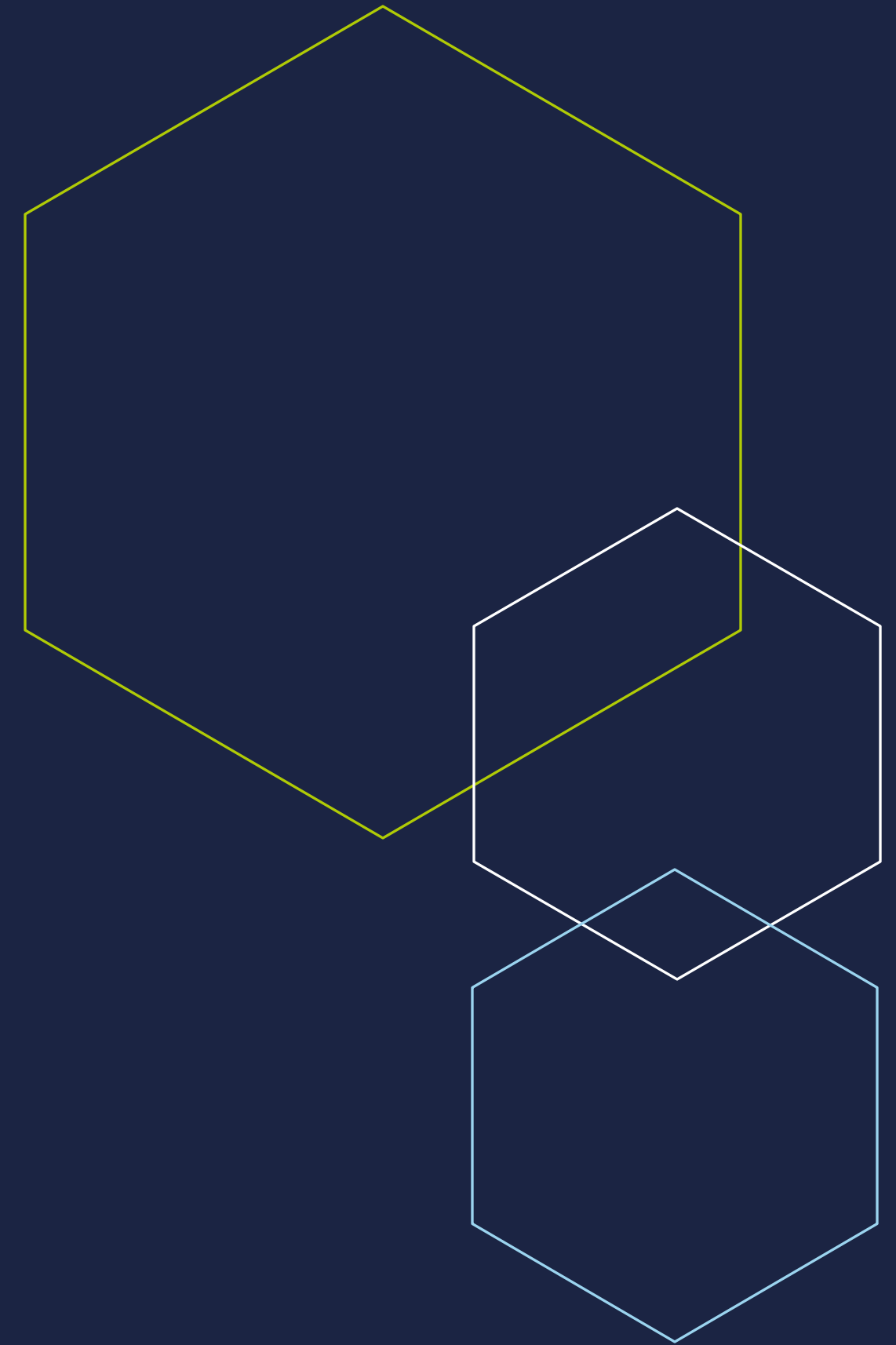
**Impactful research** in the context of Horizon Europe is research:

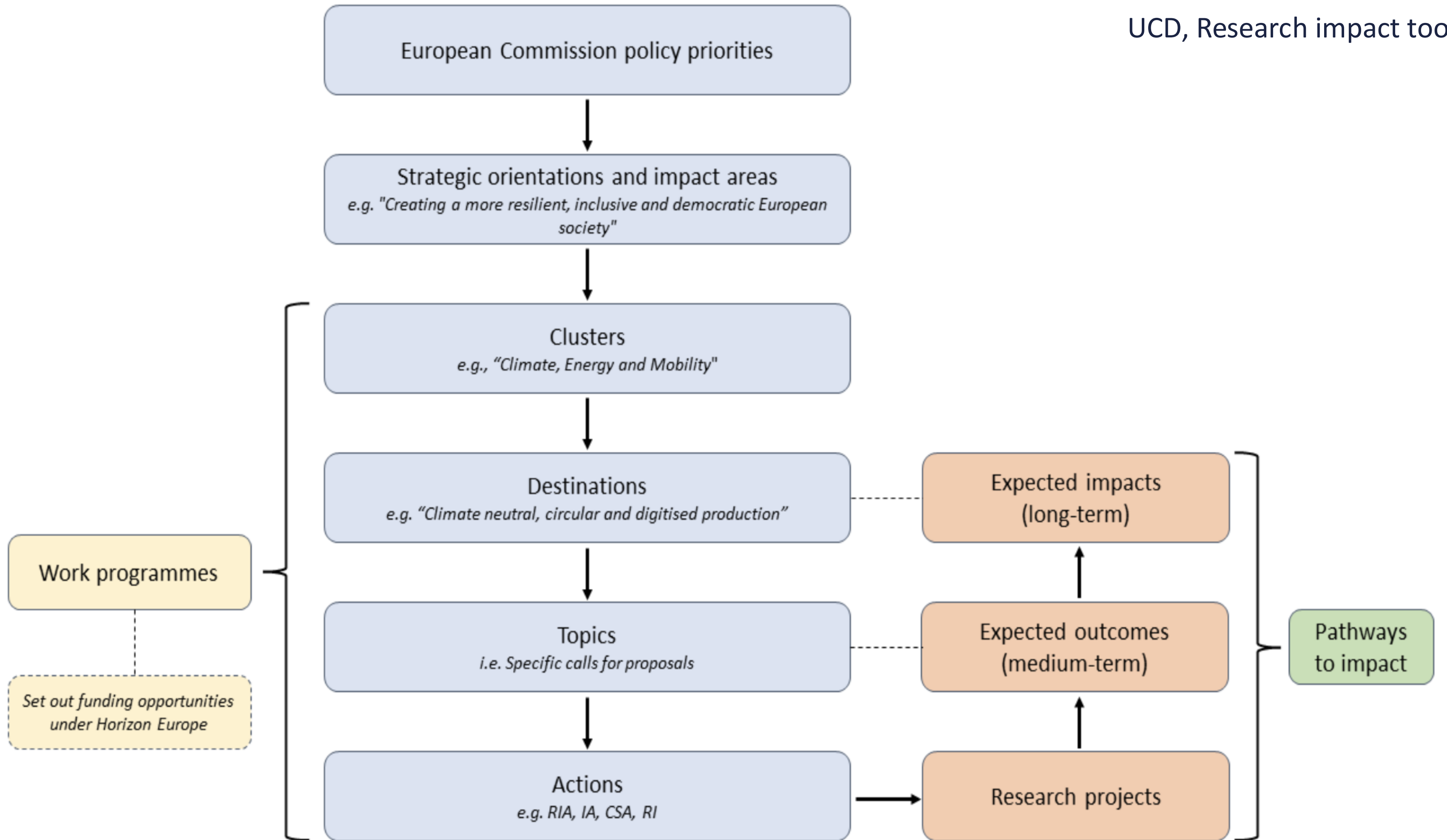
- that **directly contributes to solving key societal, economic, or environmental challenges**, as defined by the European Union's strategic priorities
- Impactful research leads to ***significant positive outcomes that can be scaled up or broadly adopted to bring about long-term change.***



# Terminology

- **Project outputs** are concrete short-term results created during the implementation of Horizon Europe's projects, such as publications, innovative solutions, algorithms, new business models, prototypes, trained researchers, new infrastructures, new standards etc.
- **Expected outcomes** are mid-term effects of Horizon Europe projects such as uptake, diffusion, use and deployment of the project's results by direct target groups. They are directly linked to the actions supported and allow observing direct outcomes during implementation and not only at the end of a project. Thus, they provide a strong basis for later evaluation activities.
- **Expected impacts** are longer-term effects on society, the economy and science enabled by the outcomes of the R&I investments.







EN

**Horizon Europe**  
**Work Programme 2023-2025**

*11. Widening participation and strengthening the European  
Research Area*

*(European Commission Decision C(2024) 2371 of 17 April 2024)*

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**General Expected Impacts and general policies for Cluster/Thematic area**

**Expected Impacts, synergies and specific policies for each destination**

- **Purpose** of each Call Topic based on its title
- **Expected Outcomes** of each Call Topic
- **Scope** of each Call Topic

<b>Specific conditions</b>	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 9.00 million.
<i>Type of Action</i>	Research and Innovation Actions

<i>Eligibility conditions</i>	The conditions are described in General Annex B. The following exceptions apply:  The Joint Research Centre (JRC) may participate as member of the consortium selected for funding.
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Expected Outcome: Projects should contribute to all of the following expected outcomes:

- Better informed political decision-making through a thorough understanding of the interactions between emotions, values, identities, collective and individual experiences, and beliefs in informing political decision-making, and how they impact democratic governance.
- Better integration of the emotional dimension of politics in policies to foster and promote European democracies and values.
- Boosted trust in governance through improved attention towards the emotional needs of citizens, and establishment of emotional ties when developing and communicating policies.
- Improved communication of evidence-based policies that resonate with the emotional needs and conditions of citizens.
- Enhance scientific evidence, from multidisciplinary disciplines, around emergent social interaction and communication concepts for the upcoming era of digital universes and intertwined real and virtual life. Build scenarios on how this may impact democracies and propose policy recommendations accordingly.

Scope: With a rise in polarisation and affective citizenship in European democracies, the role of emotions has become central in debates about democracy. This has become more evident when considering the role of social media and certain political narratives in targeting and capitalising on such emotions.

**Expected Outcomes for a winning project**  
**=> Expected project contributions by the end of the project**  
**=> Reverted for the limitations related to the state of the art analysis**

# Designing Pathways to Impact



**Identify Project Results and Link Them to Outcomes**



**Align with Work Programme Expected Outcomes and Impacts**



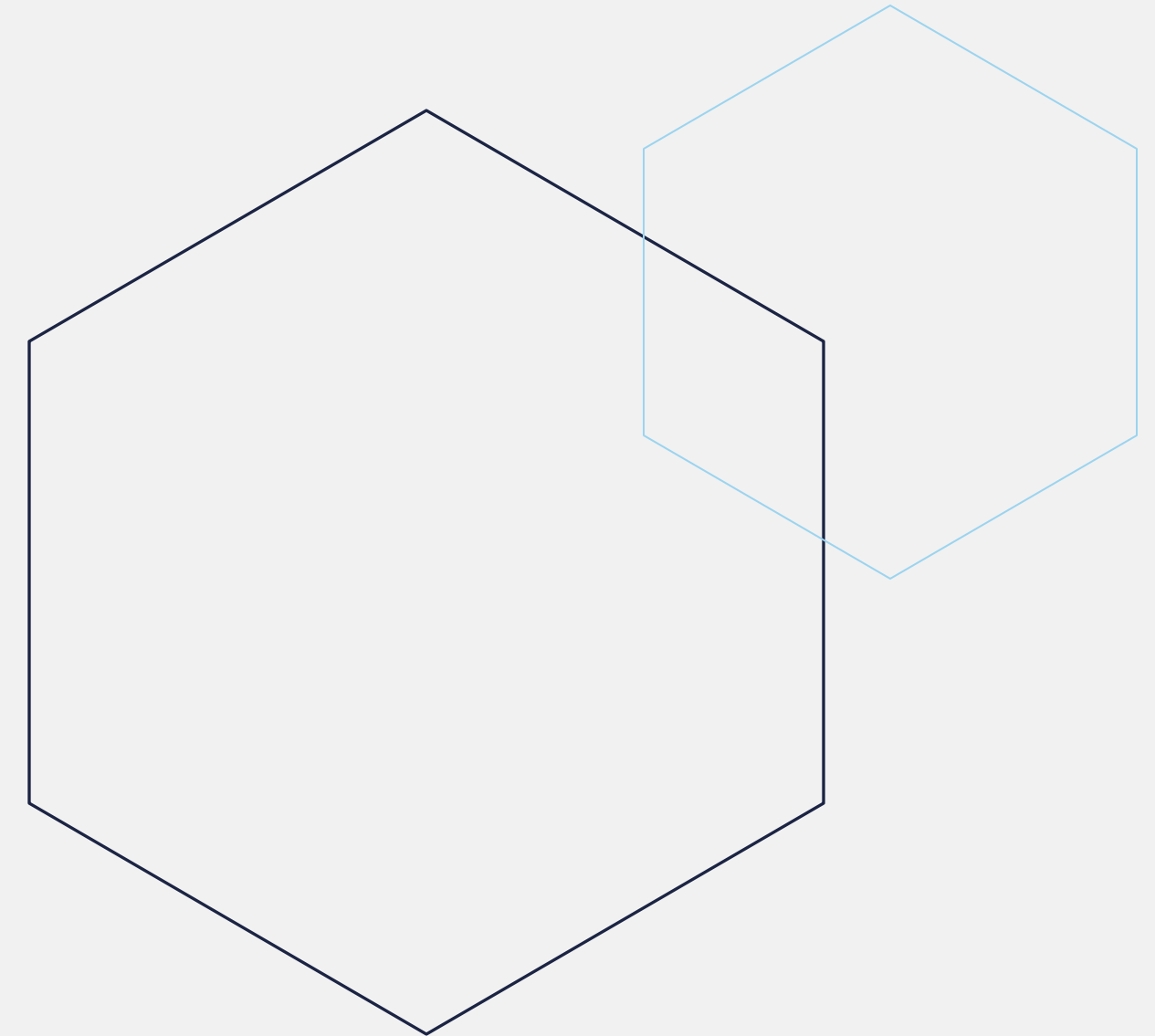
**Define Target Groups and End Users**



**Detail Actions for Dissemination, Exploitation, and Communication**



**Provide Baselines and Targets**





**HORIZON-CL2-2023-DEMOCRACY-01-06: Democratic governance for times of disruptive changes to the social contract**

<b>Specific conditions</b>	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of between EUR 2.00 and 3.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 9.00 million.
<i>Type of Action</i>	Research and Innovation Actions

**Expected Outcome:** Projects should contribute to all of the following expected outcomes:

- Better understanding of ways to account for the need for evaluation and changes in the social contracts in the EU Member States countries through theoretical, philosophical, political, historical, legal, normative and comparative studies, amongst others.
- Investigate and propose safeguards and mechanisms that need to be in place in those circumstances when questioning the very foundations of the social contract.
- Scenarios for how new social contracts in EU Member States could look like or approaches for how to develop the narratives for new social contracts, accounting for the fact of the EU membership and the rights and duties that go with it.

Scope: A social contract is the intellectual construct referring to the agreement between members of a society, community, or organisation that spells out the obligations, functions, and rights of each citizen agreeing to the contract. The classic concept of social contract also implies the notion of the individual renunciation of some freedoms, in exchange for core public goods, including the right to democratic participation and the protection that societal life can offer. When the social contract fails to uphold its end of the bargain and leaves its citizens disappointed, there is a risk of social unrest and political instability. The COVID-19 pandemic exposed social and economic inequalities, leading to calls for a new social contract at national, EU and global levels based on inclusivity, participation and sustainability. Such calls may include requests for new articulations of the basic justifications, functions, rights and duties of democratic societies and their citizens likewise.

Some societies flourish while others struggle to maintain the social fabric, hardly avoiding the breakdown of their social contracts. Certain forms or configurations of the social contract appear more successful than others, and not necessarily because of their immutability or endurance. Instead, flexibility, adaptability, trust and resilience seem to be factors of success, in particular vis-à-vis external shocks or disruptive forces (a pandemic, abrupt technological changes, wars...). Such disruptions may hit a pre-existing equilibrium, bringing to the light dimensions unforeseen by the existing social contract and putting it under stress. In such situations, the social contract could withstand, in the case of better prepared societies, and continue delivering after necessary adaptations, or alternatively could break up, not resisting the pressure, and open the door to the establishment of a new contract through some dramatic or arduous exercise.

In order to identify the factors that drive, or contribute to, the social success of certain societies and their social contract models, proposals are invited to use narrative approaches (historical, legal, anthropological methods and analysis) or data-driven / computer-based approaches, or mixed approaches. In terms of the geographical scope of the research, proposals should focus on EU and/or Member States societies, while international cooperation allowing comparative perspectives in view of extrapolations relevant to EU policies is also encouraged.

Design



Needs



Stakeholders



Expected outcomes



Your project starts here!

Then how should you design/set up your project (which main question should you ask?) in order to get the "things" your stakeholders need?

What will each stakeholder **need**?  
To be able to reach that effect/impact?

Which **stakeholders** have a "stake" here, or are part of the impact, or will be influenced by the project output (positively or negatively)

Found in the topic description

Expected Outcome: Projects should contribute to all of the following expected outcomes:

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- Investigate and propose safeguards and mechanisms that need to be in place in those circumstances when questioning the very foundations of the social contract.
- Scenarios for how new social contracts in EU Member States could look like or approaches for how to develop the narratives for new social contracts, accounting for the fact of the EU membership and the rights and duties that go with it.

# Potential stakeholders

## Academic and Research Institutions

- Political Scientists, Sociologists, and Economists: Experts who can provide theoretical and empirical insights into social contracts, political systems, and democratic governance.
- Historians and Anthropologists: To contribute narrative and comparative studies exploring the evolution and adaptability of social contracts across different societies and historical periods.
- Legal Scholars: To address the legal dimensions of the social contract, particularly in terms of rights, obligations, and the role of legal frameworks in ensuring social cohesion.

## Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs)

- Human Rights Organizations: To provide perspectives on the rights and obligations of citizens, ensuring that new social contracts are inclusive and uphold fundamental freedoms.
- Organizations Working on Social and Economic Inequality: To integrate the voices of marginalized or vulnerable groups and ensure that the proposed solutions are socially equitable.
- Democracy Advocacy Groups: These groups can provide insights on democratic participation and mechanisms for increasing civic engagement and resilience.

## Policy Makers and Governmental Bodies

- National and Regional Government Representatives: To provide insights into the existing social contracts within Member States and to help formulate policies that align with proposed adaptations or new models.
- EU Institutions (e.g., European Parliament, European Commission): To ensure that the project aligns with EU-level policies and facilitates comparative perspectives across Member States.
- Local Governments and Municipalities: Local authorities who often play a direct role in implementing aspects of the social contract at the community level.

## Citizens and Community Groups

- General Public and Civic Organizations: Engaging directly with citizens to gather perspectives on the social contract and their expectations for democratic governance.
- Vulnerable and Marginalized Groups: Ensuring that the voices of those often underrepresented in policy discussions (e.g., minority groups, economically disadvantaged communities) are included.

## Think Tanks and Policy Institutes

- Think tanks specializing in European policy, governance, or social change can provide data-driven insights and assist in the analysis and validation of scenarios or new models proposed.

## Technology and Innovation Experts

- Data Scientists and Analysts: For data-driven or computer-based approaches to understand patterns and models of social contracts using quantitative methods.
- Digital Democracy Experts: To explore how technological changes impact democratic participation and the evolution of social contracts.

# Logical Project's Contribution to Expected Outcomes

## Better understanding of evaluation and changes in social contracts:

**Results:** Your project should generate new knowledge (e.g., through comparative, theoretical, or philosophical studies) on how social contracts in EU Member States are being evaluated and where changes are necessary.

**Outcomes:** This new knowledge will contribute to shaping policies on social contract evaluation and reform, helping policymakers adapt existing frameworks to account for modern challenges (e.g., pandemic recovery, technological disruptions).

**Impact:** Improved policy frameworks in EU Member States that are more flexible and adaptable to external shocks, ensuring societal stability.

## Investigate and propose safeguards and mechanisms:

**Results:** Develop safeguards and mechanisms for situations where the foundations of the social contract are questioned.

**Outcomes:** This could lead to the creation of policy recommendations or legal frameworks that protect against the breakdown of the social contract during times of crisis.

**Impact:** Greater societal resilience, with the EU and Member States equipped to handle disruptive events without social or political instability.

## Scenarios and narratives for new social contracts:

**Results:** Develop scenarios for future social contracts in the EU and offer methods to develop narratives around these new contracts, considering EU membership rights and duties.

**Outcomes:** These scenarios will help policymakers and civil society stakeholders envision future governance models that are inclusive and sustainable.

**Impact:** Increased democratic participation and trust in governance, as citizens and governments co-create new social contract narratives that account for contemporary challenges

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Academic and Research institutions

National and Regional  
Government Representatives

Civil Society Organizations (CSOs) and NGOs

National and Regional Government  
Representatives

Citizens and Community Groups

# Scale and Significance of Contribution

You need to **quantify the potential contribution** of your project in terms of **scale** and **significance**:

**Scale:** Identify the target groups (policymakers, researchers, civil society organizations) who will benefit from the project outcomes. Indicate how widely these findings can be applied across the EU.

**Significance:** Highlight the importance of your research in addressing the need for **flexible and resilient social contracts**. Explain how your findings could influence not only national policies but also **EU-wide governance structures**.

Example: *“Our project will provide comparative models that can be applied across at least 10 EU Member States, improving the flexibility and adaptability of social contracts for over 200 million EU citizens”*

**Baseline:** Current social contracts that are inflexible and fail to account for new challenges.

**Target:** Scenarios and policy recommendations that make social contracts in at least 5 Member States more resilient within 5 years after the project’s completion.

# Pathways to Impact

You must outline **clear pathways** that link your **project results** to the desired **impacts**.

**Dissemination:** How will you ensure that your results reach the relevant audiences?

- **Actions:** Organize **workshops** and **roundtables** with policymakers, legal experts, and civil society groups to share your findings.
- **KPIs:** Number of workshops held, number of stakeholders reached (e.g., 5 workshops, 50 policymakers and experts engaged)

**Exploitation:** What will stakeholders do with the results?

- **Actions:** Develop **policy briefs** and **recommendations** for EU and national policymakers. Partner with organizations that can adopt these safeguards and mechanisms into policy.
- **KPIs:** Number of policy briefs developed, number of governments or organizations adopting recommendations (e.g., 3 policy briefs, 2 national governments engaging with the findings)

**Communication:** How will you communicate your findings to a wider public?

- **Actions:** Create a **website** or **social media campaign** to communicate the project's results to the general public, fostering **citizen engagement** in new social contract narratives.
- **KPIs:** Website traffic, social media engagement metrics (e.g., 100,000 website visitors, 10,000 social media interactions)



# Potential Barriers and Risks

Identify **barriers** that might affect the uptake of your project's outcomes and describe how you will mitigate these risks:

**Political resistance:** Some governments or societal groups may resist changes to the social contract.

**Mitigation:** *Early stakeholder engagement, co-creation processes, and involving influential policymakers in the research process.*

**Lack of societal engagement:** Citizens might not engage with new social contract discussions.

- **Mitigation:** *Develop an inclusive communication strategy, involving citizen platforms, and organizing **public consultations**.*

# Contribution to EU Policy and Global Challenges

Explicitly align your project with broader **EU policies** and **global challenges**:

- **EU Policy:** Show how your project contributes to the European Union's efforts to strengthen democratic governance, especially in light of crises like COVID-19 or other societal disruptions.
- **Global Challenges:** Address how your findings could serve as a model not only for EU countries.

# KPIs and Monitoring of Impact

## Scientific Impact:

Number of publications, citations, new theories or models developed on social contracts (e.g., 5 publications, 100 citations).

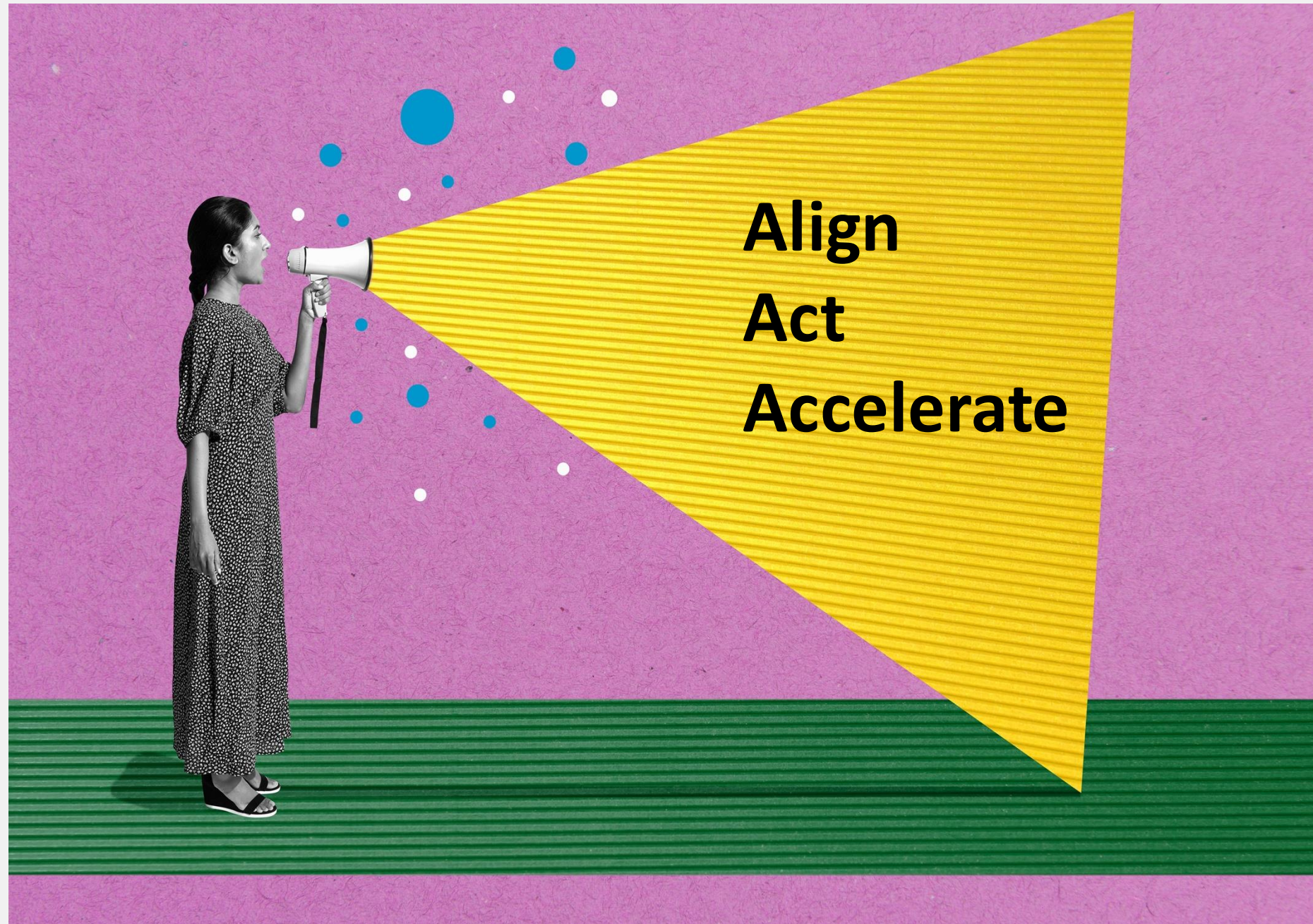
## Economic Impact:

Quantify the potential cost savings from avoiding societal unrest through improved governance models (e.g., 5% decrease in costs related to governance failures or social unrest).

## Societal Impact:

Increased societal resilience, number of citizens engaged in co-creation processes (e.g., 1,000 citizens engaged).

# Heitor report: The future of HE and FP10



*Research, Technology and Innovation to boost European competitiveness*

Significant and daunting **uncertainties and unique challenges** of our time: climate change, war, changing demographics, increasing inequality, pandemics, the erosion of democracy and basic rights, increasing global strategic competition and a constellation of emerging technologies and their interplay with ethics/security/competitiveness, changes in the labour market, fake news and science denial, to name just a few. **Science, technology and innovation are the critical currency in addressing these challenges**

- For this to happen, we propose a number of **transformative actions** for the **remaining two years of FP9 - Horizon Europe (2025-2027)** and to adequately prepare the **next European research and innovation framework programme, FP 10 (2028-2034)**. The title of our report captures the need for Europe to **align** its efforts to strengthen research, technological development and innovation with its strategic goals but also to ensure that regulatory, economic, financial and other policies are aligned to allow research, technology and innovation to realize its full potential
- **act** boldly and effectively to ramp up Europe's scientific, technological and innovative strength
- **accelerate** the creation, utilization and commercialization of research and knowledge, the scaling of innovative solutions, the development and uptake of technology and the green transition. This also requires an acceleration in the ability to respond to challenges and seize opportunities that might arise in a rapidly changing environment

**Make Europe globally competitive, secure, sustainable and resilient by delivering more excellent research, impactful innovation and technology scale-ups through a stronger framework programme.** The programme should be a game-changer for Europe's declining competitiveness, by stimulating public and private investment in research, development and innovation (RD&I), including technological development, throughout Europe including on a regional and national level.

**Drive radical simplification, user orientation and efficiency through *Adopting a portfolio approach to agile project funding that accepts responsible risk in return for reduced administrative burden and transaction costs.* This requires a radical reform of the application system to “*trust first/evaluate later*” and become more applicant-friendly, Commission-efficient, and impact-oriented and to ensure a reduced time to fund. **Priority should be given towards simplification for beneficiaries.****

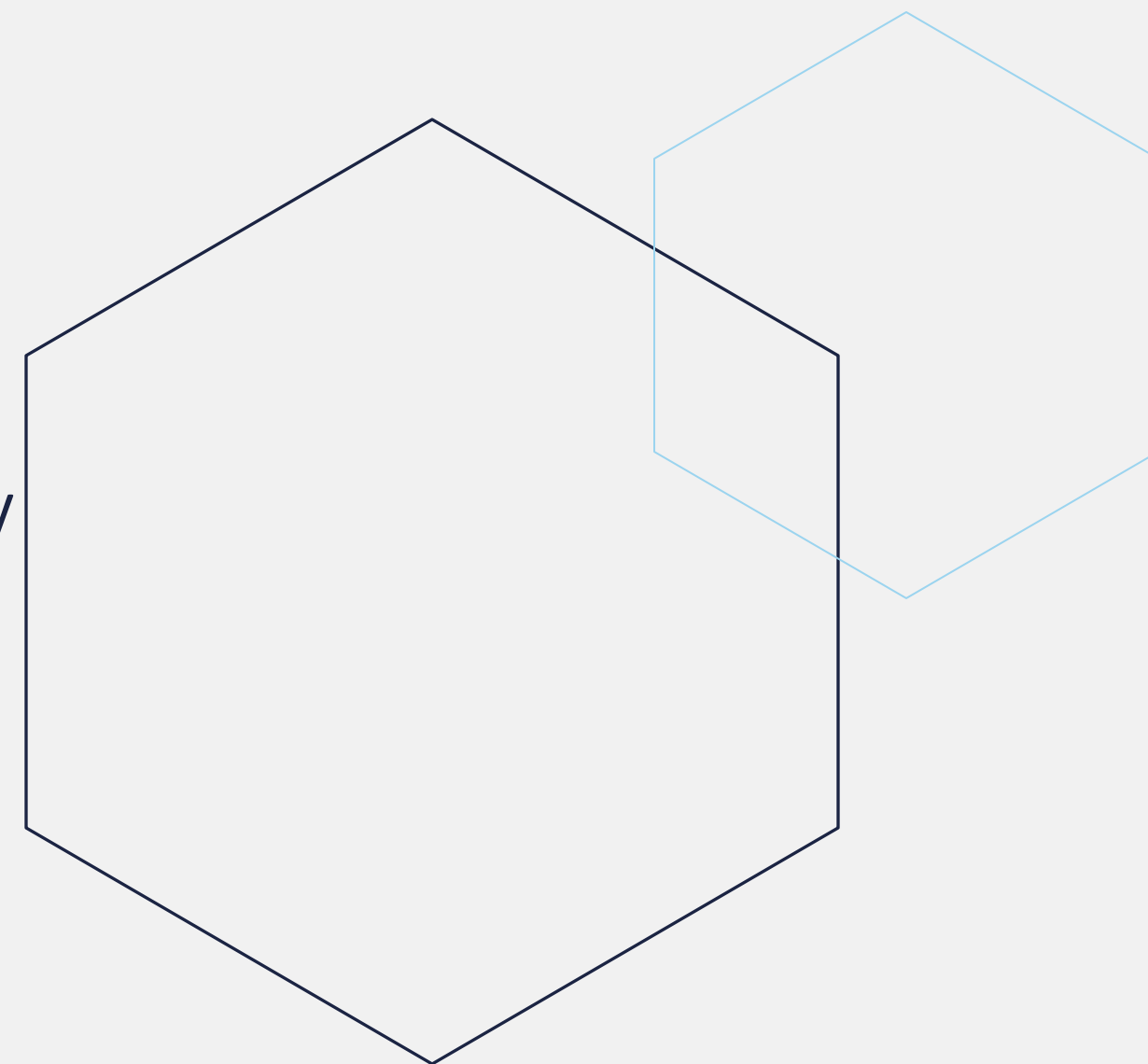
This FP10 budget, **ALIGNED** with relevant EU policies, will enable the European Commission to **ACT** on implementing the recommendations in this report, which in turn will **ACCELERATE** breakthrough research and innovations, the scaling of start-up companies, the productivity of established companies, the solutions to urgent societal challenges eg climate and demographic changes, meaningful employment, enhanced security, and better quality of healthy lives for all European citizens – so boosting European competitiveness.



# Address societal challenges more effectively by creating a Societal Challenges Council

European RD&I can provide a new understanding of and solutions to tackle **societal challenges**. It requires that the European Framework programme in RD&I is better targeted to address **wicked problems** with a **global dimension** and **complex linkages** among several sectors of activity and policy making. Societal transitions are highly complex, characterised by **high levels of uncertainty, trade-offs and non-linear feedback loops** that usually require interdisciplinary and large-scale RD&I efforts to create and co- create (in close interaction with society, industry and the public sector) knowledge and appropriate solutions for action<sup>101</sup>. In particular, **Social Sciences and Humanities (SSH) need to be accorded a more central role both in research on and the development and implementation of solutions to societal challenges.**

prioritise the mainstreaming of **human-centredness**, especially in the age of rapid technological transformation to ensure societal acceptance of new technologies shaping the future of work and our common security and sustainability.

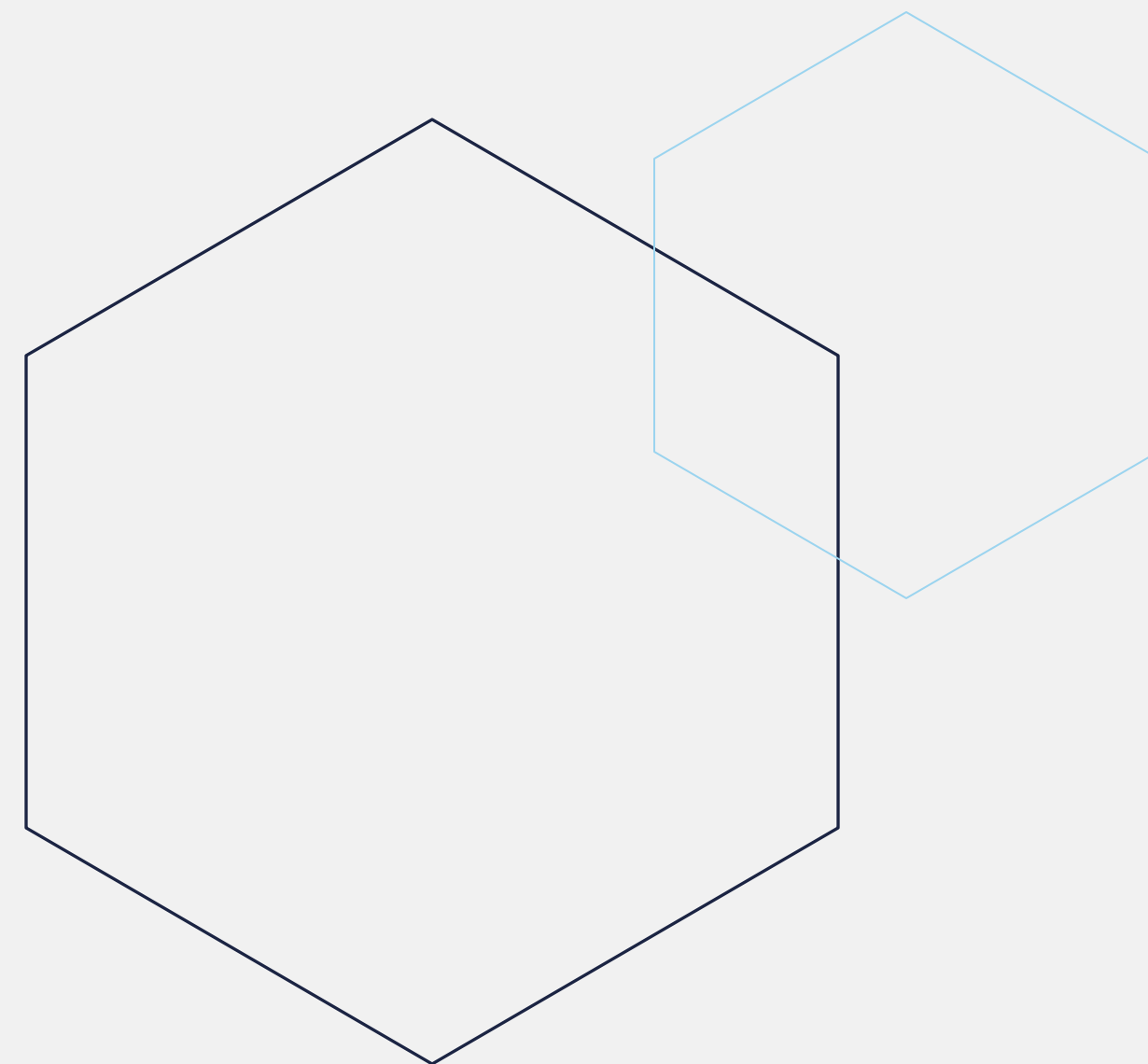




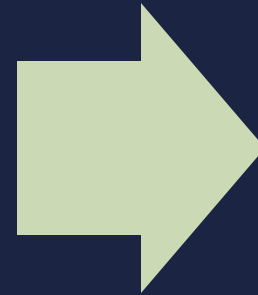
**Modernize Assessment, strengthening independent peer review** to consider not only the quality and impact of the proposed research, but also the research environment, institutional support including **quality of research jobs and research support**, in addition to better alignment with **COARA principles**

ERC, EIC, ETiC2 (*European Technology and Industrial Competitiveness Council*) and ESC2 (*European Societal Challenges Council*)

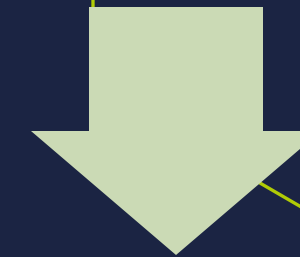
A radical reform of the application system to “**trust first/evaluate later**” and become more applicant-friendly, Commission-efficient, impact-oriented and ensure a reduced time to fund.



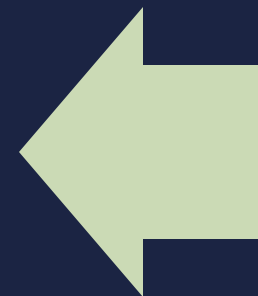
**COMPETITIVE EXCELLENCE**, defined as optimal harnessing from a large pool of applications submitted to open calls, to competitively select the most excellent proposals for funding by using appropriate criteria (i.e., ERC, MSCA, EIC);



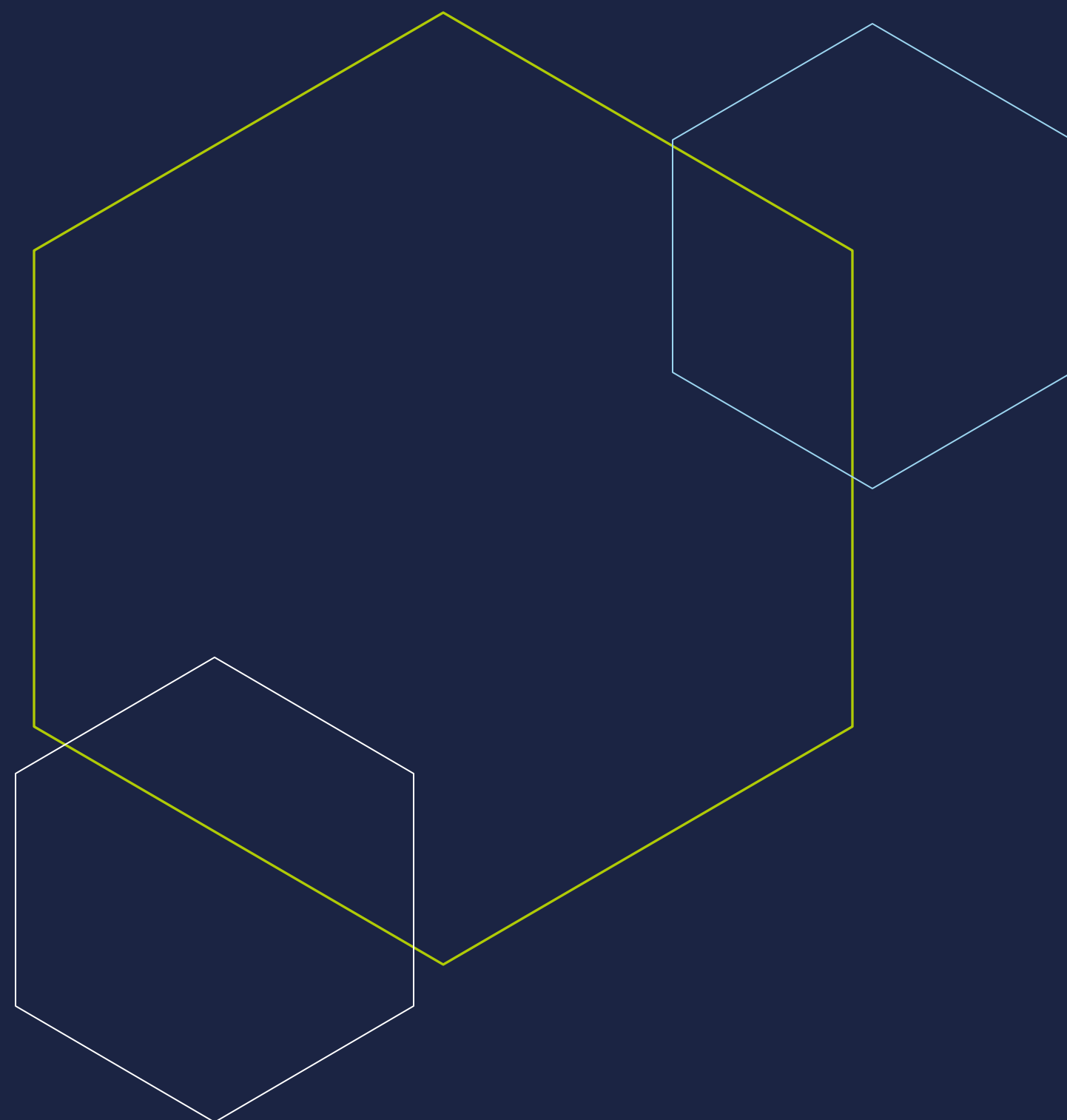
**INDUSTRIAL COMPETITIVENESS**, defined as the ability to provide state-of-the-art products, services and technology-based solutions which contribute positively to overall sustainability (economic, environmental and social) for which there is a market demand or that create new markets;



**A STRONG RESEARCH AND INNOVATION ECOSYSTEM**, defined as a supportive, productive and interconnected interplay between institutions both public and private, infrastructure, researchers, innovators, entrepreneurs, companies and their surrounding communities to foster the creation of breakthrough discoveries and innovations and their rapid translation and scaling to global markets and applications.



**SOCIETAL CHALLENGES** defined as complex and interrelated issues that significantly impact the well-being and development of societies. They consider issues that significantly impact fundamental human rights and affect individuals' personal or social lives, underlying well-being of communities, countries and the European Union. These challenges are typically multi-level and multi-dimensional, often coexisting and requiring innovative solutions, transdisciplinary approaches and coordinated efforts from various actors including government, industry, research, and civil society to be effectively addressed. There is usually disagreement about their nature, causes or solutions;





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