



"Europrogettazione in ambito di Programmi di ricerca e Innovazione"



SAPIENZA
UNIVERSITÀ DI ROMA

Sessione di formazione trasversale per i dottorandi
Sapienza
Roma, 21-22 Settembre 2020

Emanuele Gennuso - Settore Grant
Office, Ufficio Promozione e Servizi di
Supporto per le Iniziative di Ricerca.

Il Programma Quadro Horizon Europe

Focus



- Il Programma Quadro **Horizon Europe** (Struttura e tipologia di azioni);
- Come individuare le opportunità di finanziamento: **Funding and Tenders Portal**;
- Come partecipare: **Work Programme, call e formulario**;
- I servizi offerti dal **Grant Office**.



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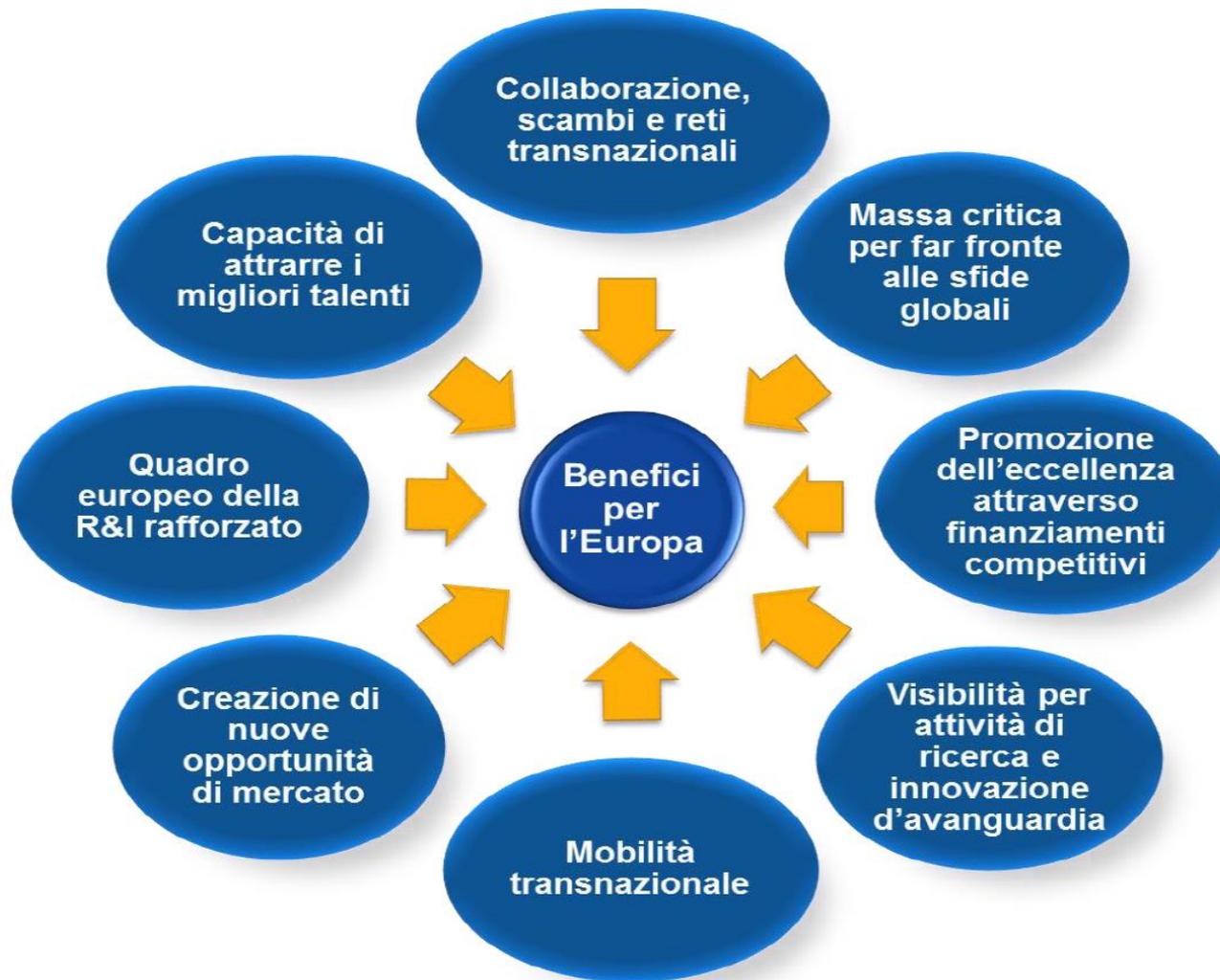
Caratteristiche e obiettivi principali



- Horizon Europe sarà il principale strumento finanziario dell'Unione Europea a favore della **Ricerca e dell'Innovazione per il periodo 2021-2027**.
- Il Consiglio Europeo ha fissato un budget di **80,9 miliardi di Euro** (la Commissione Europea aveva inizialmente proposto 100 miliardi e successivamente 94,1 miliardi).
- Obiettivi principali:
 -  Rafforzare le basi scientifiche e tecnologiche dell'UE e lo Spazio Europeo della Ricerca (ERA);
 -  Migliorare la capacità innovativa, la competitività e l'occupazione in Europa;
 -  Conseguire gli obiettivi prioritari per i cittadini e sostenere il modello socio-economico e i valori europei

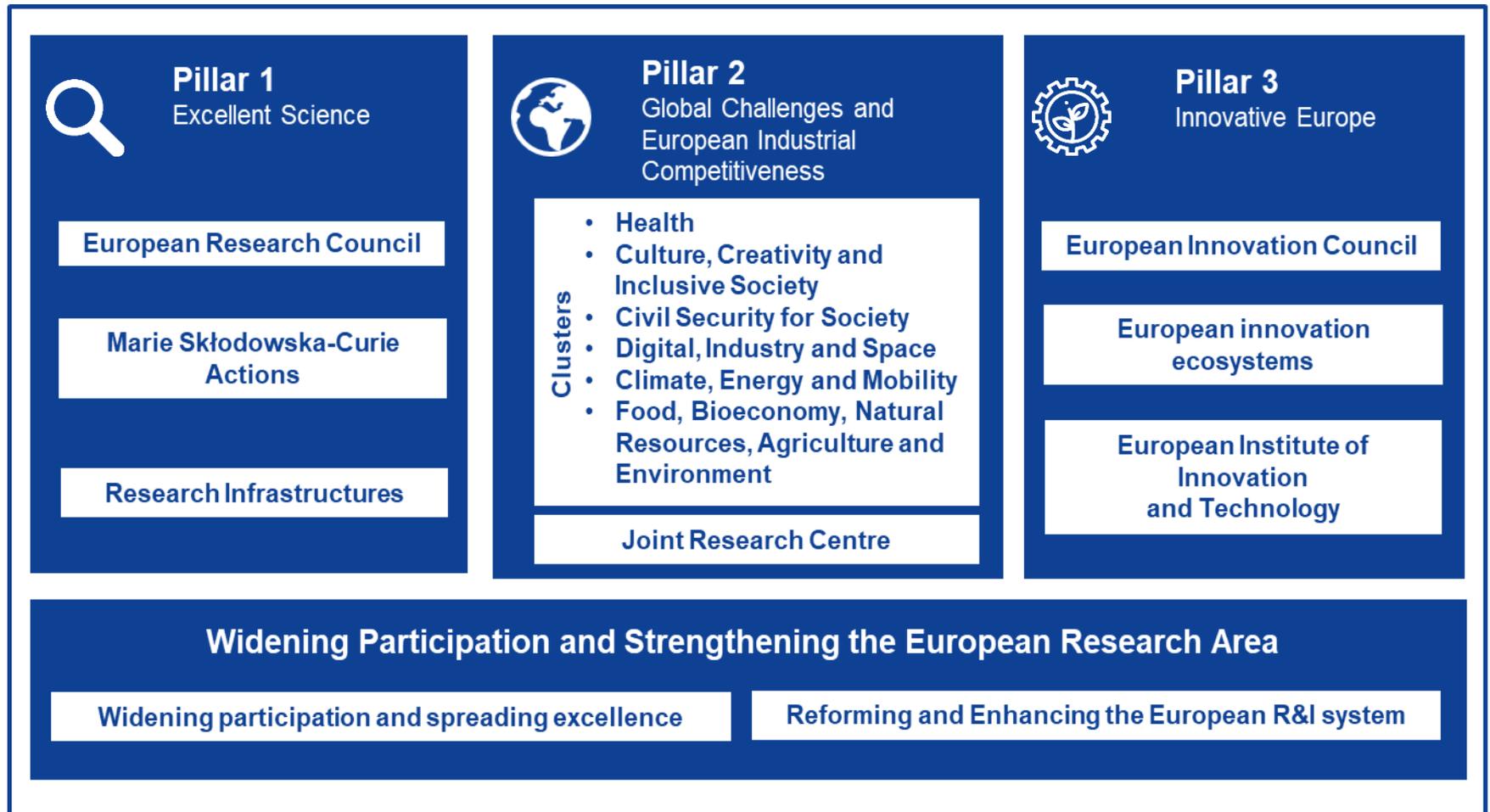
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Caratteristiche e obiettivi principali



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Struttura



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Pillars

- Il Pillar “**Excellence Science**” sosterrà l’eccellenza scientifica seguendo un approccio “dal basso verso l’alto”, mirato a rafforzare la leadership scientifica dell’Unione e sviluppare conoscenze e competenze di alta qualità.
- Il secondo pilastro, “**Global Challenges and European Industrial Competitiveness**”, rafforzerà l’impatto della ricerca e dell’innovazione nell’ambito dello sviluppo, del sostegno e dell’attuazione delle politiche dell’UE e sosterrà l’adozione di soluzioni innovative nel settore industriale e nella società, al fine di affrontare le sfide globali.
- Il Pillar “**Innovative Europe**” promuoverà le innovazioni, con particolare attenzione alle innovazioni pionieristiche e a quelle creatrici di mercato, anche attraverso l’istituzione del Consiglio Europeo per l’Innovazione (EIC).

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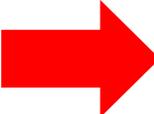
Pillar I – ERC Grants



- ERC finanzia **Principal Investigator di eccellenza** di qualsiasi età e nazionalità che intendono svolgere attività di **ricerca di frontiera** presso una Host Institution situata in uno degli Stati membri dell'UE o dei Paesi associati;
- Gli schemi di finanziamento ERC supportano progetti di ricerca **ground-breaking**, innovativi, ad alto rischio e ad alto impatto scientifico;
- Possono essere presentate proposte in tutti i settori e le aree scientifiche (approccio **curiosity driven** e **bottom-up**);
- Schemi di finanziamento:
 - Starting Grant;
 - Consolidator Grant;
 - Advanced Grant;
 - Synergy Grant;
 - Proof of Concept.

Le **Azioni Marie Skłodowska-Curie actions (MSCA)** mirano a supportare la formazione e lo sviluppo di carriera dei ricercatori in tutte le discipline scientifiche attraverso la mobilità internazionale ed intersettoriale.

Le azioni MSCA a supporto dei ricercatori sono:

- 
- **ITN** – Innovative Training Networks
 - **IF** – Individual Fellowships
 - **RISE** - Research and Innovation Staff Exchange
 - **COFUND** – Cofunding of regional, national and international programmes
 - Support and policy actions - NIGHT, NCP support, non call-based activities

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Pillar I: Marie Skłodowska-Curie Individual Fellowships

- Le **Individual Fellowships (IF)** supportano i migliori e più promettenti ricercatori offrendo loro l'opportunità di acquisire e trasferire nuove conoscenze e di svolgere attività di ricerca ed innovazione in un contesto europeo o in ambito extra europeo;
- Aperte a **Experienced Researchers (ER)**. Per ER si intendono ricercatori in possesso di un **diploma di dottorato o con almeno 4 anni di esperienza di ricerca a tempo pieno**;
- La proposta deve essere presentata da un ricercatore in collaborazione con una **Host Institution** che ha sede in un Paese dell'Unione Europea (MS) o in uno Stato associato (AC) ad Horizon 2020

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Pillar II – Settori di intervento

- **Sanità** (salute lungo tutto l'arco della vita; determinanti ambientali e sociali della salute; malattie rare e non trasmissibili; malattie infettive; strumenti, tecnologie e soluzioni digitali per la salute e le cure; sistemi di assistenza sanitaria).
- **Società inclusiva** (democrazia e governance; patrimonio culturale; trasformazioni sociali ed economiche; società resilienti alle calamità);
- **Società sicura** (protezione e sicurezza; sicurezza informatica).
- **Digitali e Industria** (tecnologie di fabbricazione; tecnologie digitali; materiali avanzati; IA e robotica; internet di prossima generazione; calcolo ad alte prestazioni e megadati; industrie circolari; industria pulita a basse emissioni di carbonio; Spazio)
- **Clima, energia e mobilità** (climatologia e soluzioni per il clima; approvvigionamento energetico; reti e sistemi energetici; edifici e impianti industriali in transizione energetica; comunità e città; competitività industriale nel settore dei trasporti; mobilità e trasporti puliti; mobilità intelligente; stoccaggio di energia)
- **Prodotti alimentari e risorse naturali** (osservazione ambientale; biodiversità e capitale naturale; agricoltura, zone rurali; mari e oceani; sistemi alimentari; sistemi di innovazione biologici; sistemi circolari)

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Missioni di R&I



Missioni di R&I

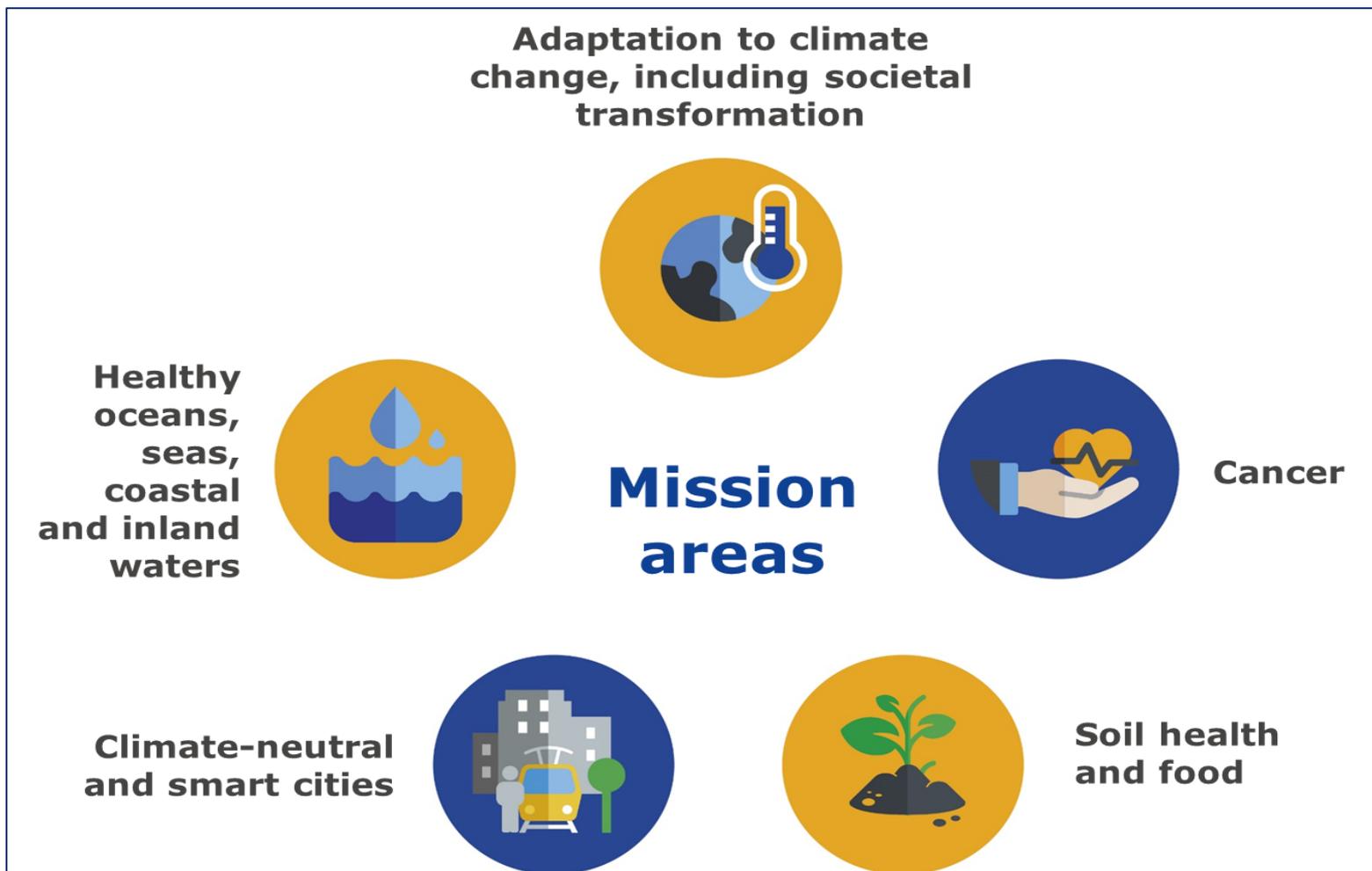
Migliore correlazione tra la ricerca e l'innovazione dell'UE e la società e le esigenze dei cittadini; grande visibilità e impatto

Una missione è un portafoglio di azioni interdisciplinari volte a conseguire entro un periodo prestabilito un **obiettivo audace, stimolante e misurabile**, che abbiano un **impatto** sulla società e sull'elaborazione delle politiche e siano rilevanti per una parte significativa della popolazione europea e un ampio spettro di cittadini europei.

Horizon Europe definisce le caratteristiche della missione e gli elementi di *governance*. Le missioni specifiche saranno programmate nell'ambito del pilastro "Sfide globali e competitività industriale europea" (attingendo ai contributi di altri pilastri)

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Missioni di R&I



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Chi può partecipare?



Horizon Europe è aperto a tutti. I requisiti di eleggibilità e le regole per partecipare saranno descritte nel Regolamento e nei Work Programmes di riferimento

- Per i progetti di ricerca standard: un consorzio di almeno **tre persone giuridiche**. Ciascuna persona giuridica deve avere sede in uno Stato Membro (MS) o in un Paese Associato (AC) dell'UE.
- Per altri programmi – European Research Council (ERC), SME Instrument, cofinanziamento di bandi o programmi nazionali o del settore pubblico, coordinamento e sostegno, formazione e mobilità - la condizione minima di partecipazione è **una persona giuridica** con sede in un MS o AC

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Cross-cutting issues



- International cooperation
- Socio-economic Sciences and Humanities (SSH)
- Open access & Data management
- Climate action & Sustainable development
- Ethics
- Gender
- SMEs and Innovation
- Support to ERA-priorities
- Links to regional policy
- Intellectual property
- Innovation procurement
- Responsible Research and Innovation (RRI)

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Tipologia di azioni

- **Research and Innovation Actions - RIA.** Progetti di ricerca che possono portare allo sviluppo di nuove conoscenze o tecnologie;
- **Innovation Actions – IA.** Attività più vicine al mercato con obiettivo la produzione di prodotti o servizi nuovi o migliori (ad es. creazione di prototipi, collaudo, dimostrazione, ecc.);
- **Coordination and support actions - CSA.** Coordinamento e messa in rete di progetti, programmi e politiche di ricerca e innovazione;
- **ERC Grants.** Progetti valutati sulla base dell'unico criterio dell'eccellenza in qualsiasi campo di ricerca, svolti da un solo team di ricerca coordinato da un Principal Investigator;
- **Marie Skłodowska-Curie Actions - MSCA.** Fellowship per la formazione, la mobilità e lo sviluppo di carriera dei ricercatori;
- **Other types of actions.** Fast Track to Innovation, Pre-commercial procurement (PCP), ecc.



- **Funding & tender opportunities**

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

- **Call Page**

Descrizione del topic, Documenti di riferimento (incluso i Work Programmes e, se disponibili, le Guide per applicants) Submission service (incluso 'Start submission'), Get support (help-desk, National Contact Points, Ricerca Partner, Call Updates, ecc..)

- **Work Programmes**

Descrivono le aree e i topic di ricerca ed innovazione che saranno finanziati e indicano i tempi delle call.

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Funding & tender opportunities



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Funding & tender opportunities
Single Electronic Data Interchange Area (SEDIA)

SEARCH FUNDING & TENDERS HOW TO PARTICIPATE PROJECTS & RESULTS WORK AS AN EXPERT SUPPORT

Horizon 2020 Framework Programme (H2020)



digital diagnostic



Match whole words only

GRANTS

TENDERS

Filter by submission status

FORTHCOMING

OPEN

CLOSED

Programming period

Select a Programme Period...

Filter by programme (only for grants)

Horizon 2020 Framework Programme (H2020)

Filter by programme part

Select a Programme part...

Funding and tenders

Sort by:

status

opening date

title

ID

3830 results



Download all funding and tender opportunities to your calendar or subscribe to feed (unfiltered).

See all calls for tenders published by EC

Grant

Specific Grant Agreement European Low-Power Microprocessor Technologies 2020 EuroHPC-2020-02

Types of action: EuroHPC-SGA-RIA | Programme: Horizon 2020 Framework Programme

Open for submission

Opening date: 18 August 2020

Deadline model: single-stage
Deadline date: 12 January 2021

Grant

Pan-European advanced manufacturing assistance and training for SMEs INNOSUP-08-2020

Types of action: Coordination and support action | Programme: Horizon 2020 Framework Programme

Open for submission

Opening date: 04 August 2020

Deadline model: single-stage
Deadline date: 01 December 2020

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Call Page



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Funding & tender opportunities
Single Electronic Data Interchange Area (SEDIA)

SEARCH FUNDING & TENDERS ▾ HOW TO PARTICIPATE ▾ PROJECTS & RESULTS WORK AS AN EXPERT SUPPORT ▾

Oct 27, 2017

Digital diagnostics – developing tools for supporting clinical decisions by integrating various diagnostic data

ID: SC1-BHC-06-2020

Type of action:

◦ RIA Research and Innovation action

Deadline Model : single-stage

Opening: 04 July 2019

Deadline: 04 June 2020 17:00:00 Brussels time

Horizon 2020

↳ Work programme:  Health, demographic change and wellbeing

Work programme year:H2020-2018-2020

↳ Call name: Better Health and care, economic growth and sustainable health systems | Call ID:H2020-SC1-BHC-2018-2020
[See all topics of this call >](#)

Topic updates

Topic description

Topic updates

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Esempio Call Page



- Topic updates
- Topic description
- Conditions and documents
- Submission service
- Topic related FAQ
- Get support
- Call information
- Call updates

[Go back to search results](#)

Topic description

Specific Challenge:

The availability of appropriate decision support tools for healthcare practitioners can promote uptake of personalised medicine in health care. There is a need to carry out research activities aiming to develop and validate such decision tools that would integrate available and/or emerging diagnostic means for the area concerned, enabling increased precision of diagnostics and clinical decision making. On-going progress in the fields of bioinformatics and biostatistics, advanced analytical tools (e.g. machine learning) up to Artificial Intelligence (AI) solutions, should make possible the development of devices, platforms or novel approaches leading to highly personalised diagnosis, based on the integration of data available from various sources. The ultimate result would be a detailed health status assessment from a multitude of viewpoints, in a systemic way and easy to use for clinical purposes, leading to better diagnostic accuracy, increased effectiveness and efficiency of treatments. Novel hardware enabling truly innovative, integrative diagnostic platforms can also be considered.

Scope:

Proposals should develop tools, platforms or services that will use information provided by most relevant diagnostic means for a particular area, resulting in an accurate, detailed, structured, systemic and prioritised assessment of the health status in a patient. The proposed solutions should integrate various data sources such as medical records, *in vitro* and/or *in vivo* diagnostics, medical imaging, -omics data, functional tests (lab-on-a-chip) etc., while taking into account the actual needs of healthcare practitioners, and should be tested and validated in real-life settings in pilot centres, facilitating future Health Technology Assessment. These tools/platforms/services should contribute to improving diagnosis and clinical decision, not only integrate existing data, and should involve intelligent human-computer interface solutions to facilitate its daily use in clinical practice. Any medical data relevant for a particular disease (textual data, numerical measurements, recorded signals, images etc.) may be considered. The aim is to steer the development of solutions towards concrete patient and public sector needs, having the citizen and healthcare providers at the centre. Careful attention should be paid to appropriately addressing ethical and legal concerns, providing adequate information to health professionals and patients to support informed decisions, and ensuring data safety and privacy, in line with existing European and international standards and legislation. Gender and sex differences should be taken into consideration when relevant.

The Commission considers that proposals requesting a contribution from the EU of between EUR 8 and 15 million would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting different amounts.

Expected Impact:

- Increase EU's capacity to innovate in the area of medical instruments technologies through the development of new diagnostic tools, platforms or services integrating various diagnostic data and providing quick, detailed, accurate and highly personalised diagnostics for optimal decision in clinical practice.
- Improve the quality and sustainability of healthcare systems through quicker and more encompassing diagnosis of medical conditions, leading to quicker and better clinical decisions and timely delivery of effective personalised treatments, with reduction of errors and delays (and costs associated to them).
- Contribute to the growth of the European diagnostics sector, in particular for SMEs.
- Reinforce EU's role among world leaders in the production of medical diagnostic devices.

Cross-cutting Priorities:

[Open Science](#)
[Gender](#)

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Esempio WP e call



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Esempio WP e call



SC1-BHC-30-2019: Towards risk-based screening strategies for non-communicable diseases

Specific Challenge: Prevention and early detection continue to represent areas where effective strategies have the potential to generate major impacts. Effective screening may result in earlier disease detection which provides possibilities for more effective treatments, better disease control and care. It can diminish the disease burden and the costs of healthcare systems. Personalised medicine and health digitalisation provide new opportunities to improve targeted screening interventions through the identification of subpopulations at high risk of developing a disease.

Scope: Proposals should develop new or refined, targeted population-based screening interventions aiming at identifying populations or groups at high risk of developing disease. Stratification by health risk factors and determinants, such as (epi)genetic, exposomic, socio-economic, sex and gender, geographic, immunological, environmental, behavioural, occupational, cultural, and lifestyle habits should be addressed. Strategies may include the use of markers and digital applications.

The risk-adapted screening interventions should demonstrate a high level of accuracy, clinical value, cost-effectiveness, acceptability and the potential to be taken up by healthcare systems. Health inequities and ethics should be considered. Proposals should aim at providing sufficient evidence for health care systems implementation.

The Commission considers that proposals requesting a contribution from the EU of between EUR 4 and 6 million would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

Expected Impact:

- Established risk-based screening strategies, which have demonstrated to be effective, affordable, acceptable to the population, cost-effective and suitable for implementation.

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Esempio Riepilogo elementi call (da Horizon 2020)



Global Leadership in renewables - RES						
Topic code	Keywords	Type of Action	Total budget	Budget / project	Opening date	Deadline
RES-1	Next generation of renewable energy technologies, bottom-up	RIA	45 M€	2-4 M€	03/12/19	21/04/20
RES-3	Advanced biofuels, alternative renewable fuels, photochemical/ photo biological or electrochemical reaction, Cooperation with US/China	RIA	10 M€	2-4M€	05/05/20	01/09/20
RES-31	Off-shore wind, basic wind energy science	RIA	8 M€	2-4 M€	03/12/19	21/04/20
RES-32	Ocean energy, new test rig prototype devices	RIA	8 M€	2-5 M€	03/12/19	21/04/20
RES-18	Geothermal energy, Advanced drilling and well completion techniques, lump-sum pilot	RIA	8 M€	2-4 M€	03/12/19	21/04/20
RES-20	Coupling CSP and desalination, Cooperation with Gulf Cooperation Council	IA	10 M€	6-10M€	05/05/20	01/09/20
RES-34	Small-scale hydro power (<10 MW), Central Asia	IA	10 M€	7-10 M€	05/05/20	01/09/20
RES-25	Advanced biofuels/alternative renewable fuels, disruptive catalytic technologies, cooperation with Japan	RIA	5 M€	2-5 M€	05/05/20	01/09/20
RES-26	Next generation renewable fuel technologies from CO2 and renewable energy	RIA	8 M€	3-5 M€	03/12/19	21/04/20
RES-36	Advanced biofuels/bioenergy, cost reduction of feedstock supply/ conversion process, cooperation with Canada	RIA	5 M€	3-5 M€	05/05/20	01/09/20
RES-37	Clean biofuel production and phytoremediation solutions from contaminated lands	RIA	6 M€	2-4 M€	03/12/19	21/04/20



**Proposals have
2 parts**

**Both parts need
to be assessed**

**Page limitation:
50 or 70 pages
for Part B**

**(excessive pages
made invisible)**

■ Part A

- General Information – Abstract
- Participants and contacts
- Budget
- Ethics
- Call specific question – Open Research Data Pilot

■ Part B

- Section 1: Excellence (objectives; relation to WP; concept & approach; ambition)
- Section 2: Impact (expected impacts; measures to maximize impact which include dissemination & exploitation of results and communication activities)
- Section 3: Implementation (work plan; management structure & procedures; consortium; resources)
- Section 4: Members of the consortium
- Section 5: Ethics and security



Proposal template: technical annex

(for full proposals: single stage submission procedure and 2nd stage of a two-stage submission procedure)

Research and Innovation actions *Innovation actions*

This template is to be used in a single- stage submission procedure or at the 2nd 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, 2 and 3 each correspond to an evaluation criterion.

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 title, list of participants and sections 1, 2 and 3, together, should not be longer than 70 pages. All tables, figures, references and any other element pertaining to these sections must be included as an integral part of these sections and are thus counted against this page limit.

The page limit will be applied automatically; therefore you must remove this instruction page before submitting.

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.

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Formulario: Sezione 1-3



Excellence

- Clarity and pertinence of the objectives;
- Soundness of the concept and credibility of the proposed methodology;
- Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models)
- Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge.

Impact

- Extent to which the outputs of the project would contribute to each of the expected impacts mentioned in the work programme under the relevant topic;
- Any substantial impacts not mentioned in the work programme, that would enhance innovation capacity, create new market opportunities, strengthen competitiveness and growth of companies, address issues related to climate change or the environment, or bring other important benefits for society;
- Quality of the proposed measures to:
 - Exploit and disseminate the project results (including management of IPR), and to manage research data where relevant.
 - Communicate the project activities to different target audiences.

Implementation

- Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables;
- Appropriateness of the management structures and procedures, including risk and innovation management;
- Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise;
- Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role.

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Formulario: Sezione 4-5



Section 4: Members of the consortium

 *This section is not covered by the page limit.*

 *The information provided here will be used to judge the operational capacity. Please make sure that you do not include information here that relates to the headings under sections 1 to 3. Experts will be instructed to ignore any information here which appears to have been included to circumvent page limits applying to those sections.*

4.1. Participants (applicants)

Please provide, for each participant, the following (if available):

- a description of the legal entity and its main tasks, with an explanation of how its profile matches the tasks in the proposal;
- a curriculum vitae or description of the profile of the persons, including their gender, who will be primarily responsible for carrying out the proposed research and/or innovation activities;
- a list of up to 5 relevant publications, and/or products, services (including widely-used datasets or software), or other achievements relevant to the call content;
- a list of up to 5 relevant previous projects or activities, connected to the subject of this proposal;
- a description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work;
- if operational capacity cannot be demonstrated at the time of submitting the proposal, describe the concrete measures that will be taken to obtain it by the time of the implementation of the task.¹

4.2. Third parties involved in the project (including use of third party resources)

Please complete, for each participant, the following table (or simply state "No third parties involved" if applicable):

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Hints and Tips

- Leggere attentamente il **WP della call e del topic** di riferimento e, se disponibile, le linee guida per Applicants;
- Iniziare a predisporre la proposta con **largo anticipo** rispetto alla scadenza della call;
- Proporre un **progetto ambizioso**, evitando di essere irrealistici;
- Rendere la proposta **“facile da leggere”**
 - Identificare subito obiettivo principale e ipotesi della proposta;
 - Utilizzare tabelle e grafici (chiari e leggibili);
 - Usare format appropriati (es. grassetto) per enfatizzare parti e contenuti particolarmente importanti;
 - adottare uno stile narrativo semplice ed “accattivante”;
- Rispettare le **regole di formattazione e i limiti di pagina**;

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Hints and Tips



- Creare un partenariato che racchiuda **tutte le competenze e le eccellenze** necessarie alla realizzazione del progetto;
- Focalizzare la descrizione dello stato dell'arte su **specifici fabbisogni d'intervento e sfide** alle quali intende fare fronte la ricerca proposta;
- Verificare quali **progetti analoghi** sono stati finanziati dalla UE <https://cordis.europa.eu/projects/it>;
- Fornire **evidenze inconfutabili** dell'eccellenza della ricerca e degli impatti attesi;
- Fornire un **piano di lavoro chiaro, conciso e sostenibile** e descrivere coerentemente le attività di implementazione del progetto e dei Work Packages - WP;
- Individuare i **possibili rischi di attuazione** del progetto e le correlate strategie di mitigazione.

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Hints and Tips – esempi Descrizione Work Packages

Table 3.1b: Work package description							
For each work package:							
Work package number		Lead beneficiary					
Work package title							
Participant number							
Short name of participant							
Person months per participant:							
Start month				End month			
Objectives							
Description of work (where appropriate, broken down into tasks), lead partner and role of participants							
Deliverables (brief description and month of delivery)							

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Hints and Tips – esempi diagrammi di Gantt

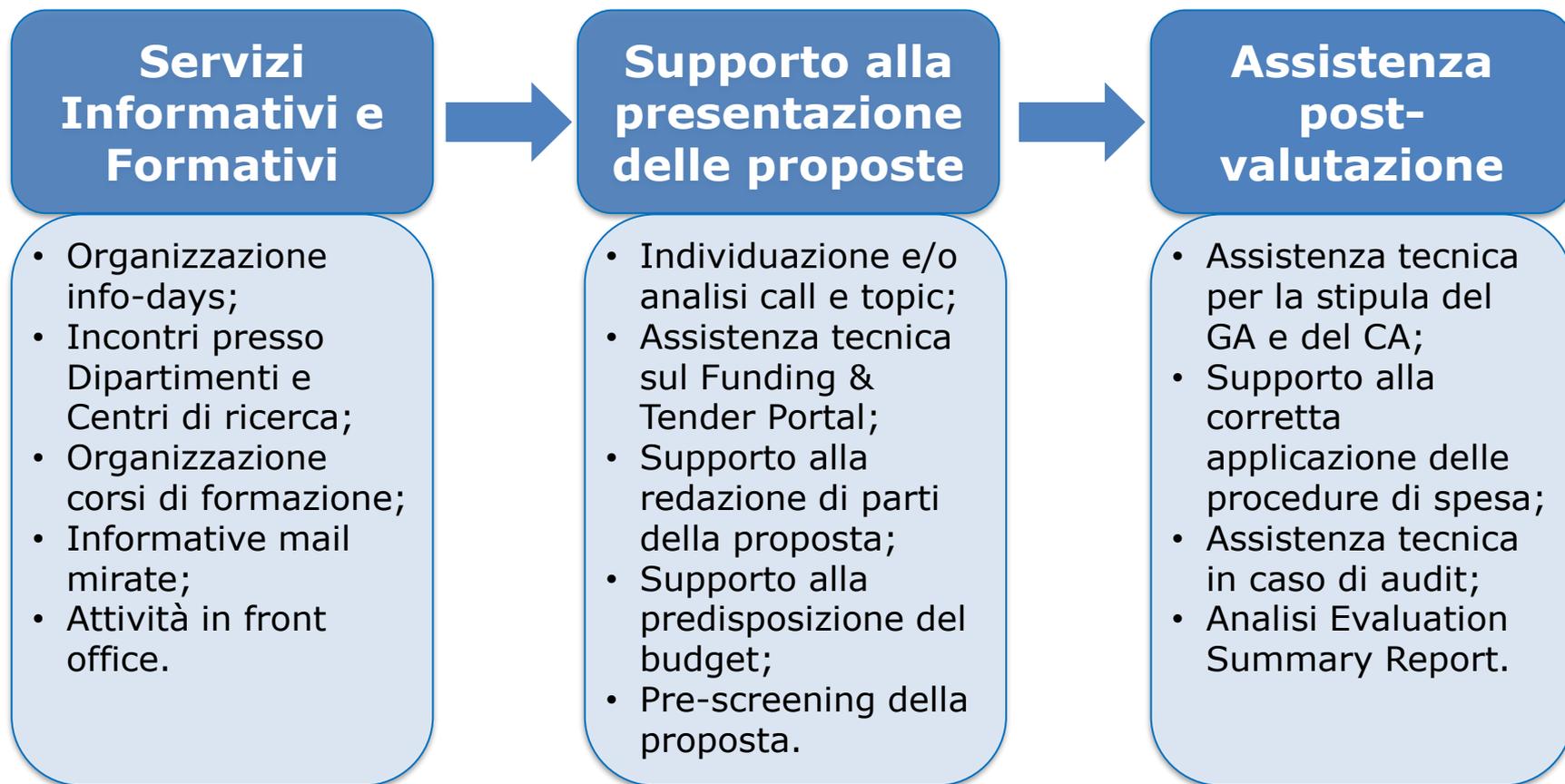


Work Packages	Personnel	1 year				2 year				3 year				4 year				5 year			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WP 1 –																					
Task 1.1	R1, R2			D1.1						M1											
Task 1.2						D1.2															
WP 2																					
Task 2.1														D2.1							D2.3
Task 2.2																		D2.2			
WP ...																					
Deliverables and Milestones				D1.1		D1.2				M1				D2.1				D2.2			D2.3

	YEAR 1												YEAR 2												YEAR 3												YEAR 4												YEAR 5																							
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WP1 description																																																																								
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Etc.....																																																																								

Il Programma Quadro Horizon Europe

Grant Office – Attività e Servizi di supporto





GRAZIE PER L'ATTENZIONE!

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Area Supporto alla Ricerca e Trasferimento Tecnologico (ASURTT)
Ufficio Promozione e Servizi di Supporto per le Iniziative di
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