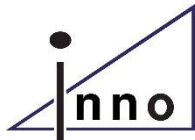


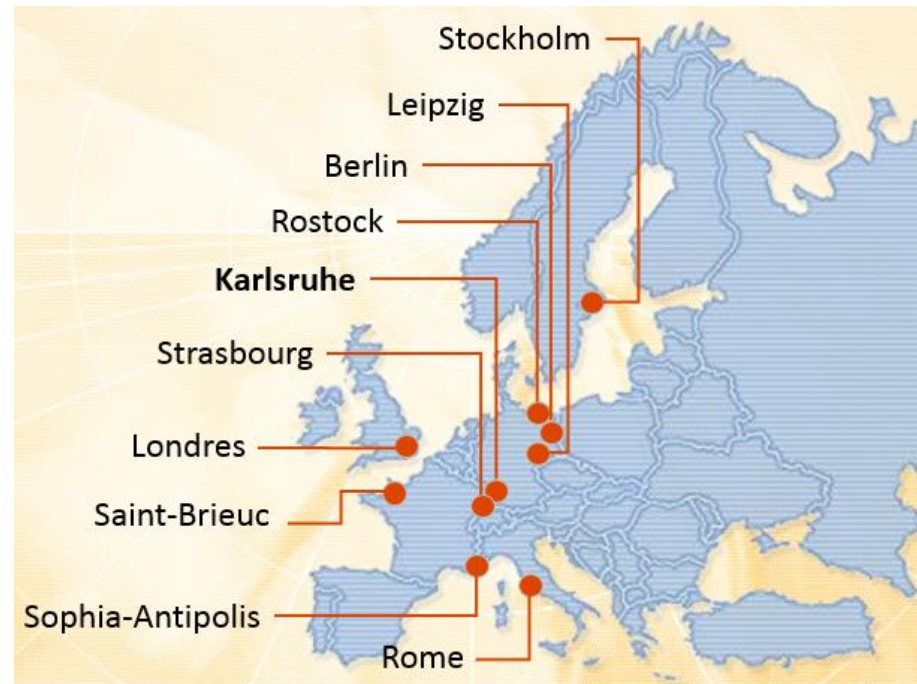
# How to join a **potentially successful** H2020 proposal

Partner search & approach,  
common mistakes, tips...

Svetlana Klessova, Director,  
inno TSD (Sophia Antipolis, France)



- Private innovation management consultancy
- 30+ years of experience as a coordinator and partner in European projects (FP7/H2020)
- **17 FP7/ H2020 projects currently on-going**
- Many other projects, eg. European Cluster Collaboration Platform; evaluations, smart specialisation strategies, Interreg Policy Learning Platform etc.

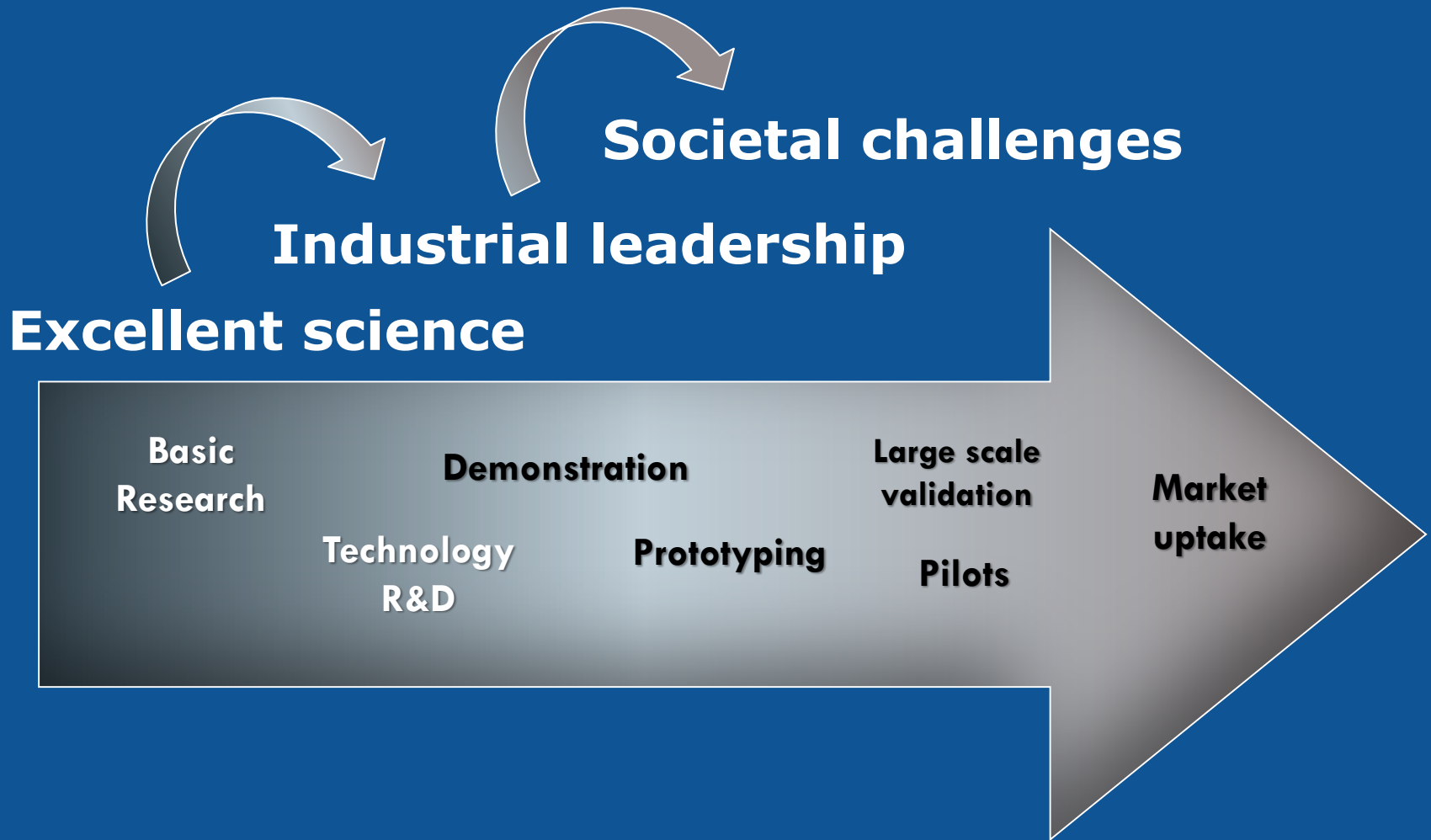


# Horizon 2020 in a few words



- Biggest EU Research and Innovation programme ever with nearly €80 billion of funding available over 7 years (2014 to 2020)
- Three priorities: Excellent Science, Industrial leadership, and Societal Challenges
- RIAs (100% funding), IAs (70 to 100% funding), CSAs (100% funding)
- Last set of Workprogramme now in approval, to be announced in October 2017
- Ukraine is Associated Partner ; same way of involvement for the UI organisations as for the EU organisations

Coverage of the full innovation chain



# Example: ICT in Horizon 2020

## Excellent Science (approx 25% ICT)

Frontier Research (ERC)

Future and Emerging Technologies (FET)

ICT

Skills and career development (Marie Skłodowska-Curie)

Research Infrastructures

ICT

## Industrial Leadership (approx 55% ICT)

Leadership in enabling and industrial technologies

ICT

ICT

ICT

Nanotech., Materials, Manuf. & Processing

Biotechnology

Space

Access to risk finance

Innovation in SMEs

## Societal Challenges (20% ICT)

ICT

Health, demographic change and wellbeing

Food security, sustainable agriculture, and the bio-based economy

Secure, clean and efficient energy

ICT

Smart, green and integrated transport

ICT

Climate action, resource efficiency, and raw materials

ICT

Inclusive, innovative and reflective societies

Secure societies

ICT

ICT

# Highly competitive

6

How to be on board?



H2020 call for proposals is a **highly competitive** and **network-intensive** environment.

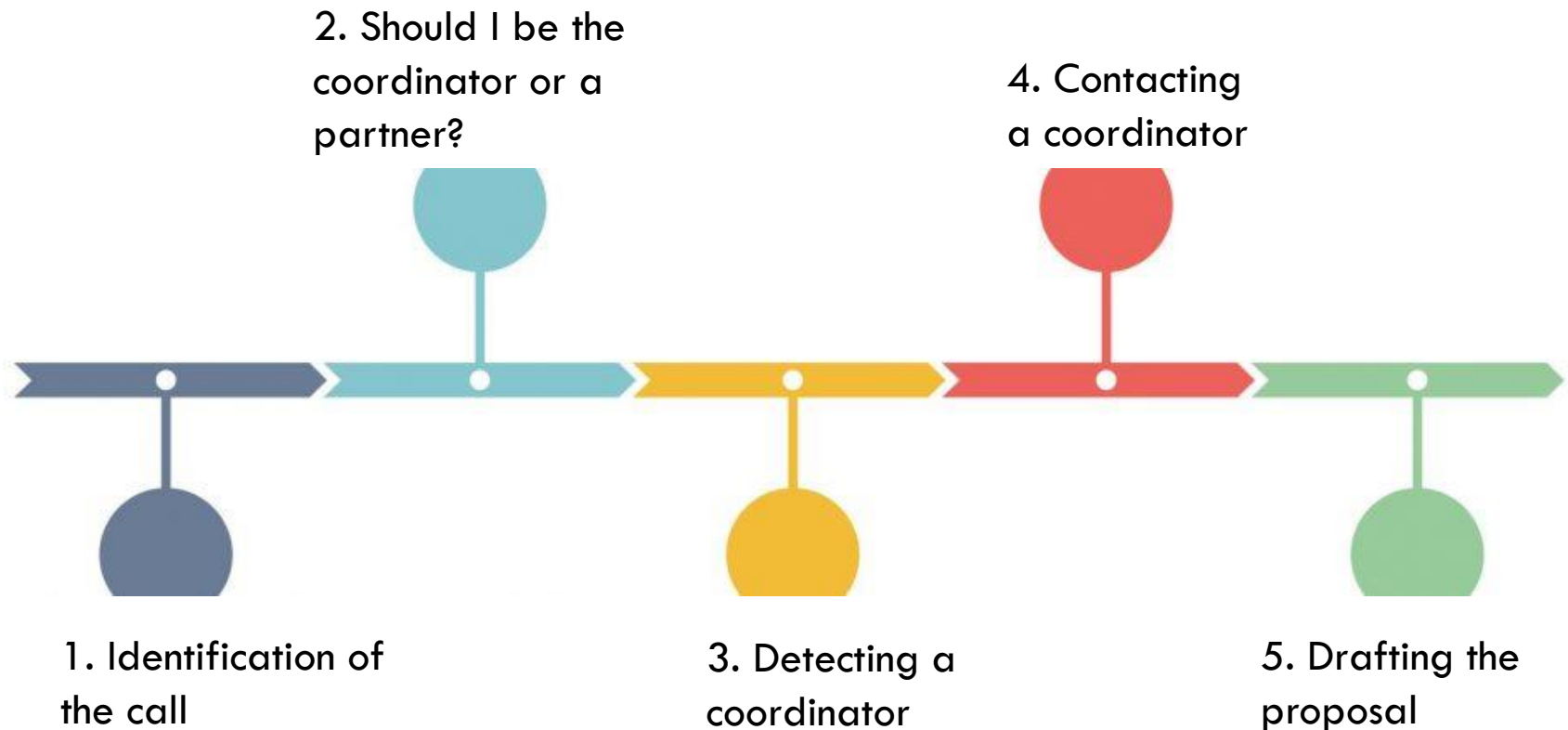
- ❑ **H2020** : facts for the first 100 calls for proposal
  - ❑ 31 000 full proposals submitted – 4315 retained for funding. Success rate: **14%**
  - ❑ 3236 grant agreements signed by April 2015 representing 5.5 billion €

<https://ec.europa.eu/programmes/horizon2020/en/horizon-2020-statistics>

# How to join a (successful) consortium

## Step by step approach

7



„It is easier to win if you play well than if you don't.“ Johan Cruyff

## How to search for a coordinator /partner

Immediate  
network

Probability of  
success: 90%  
(estimate)

H2020 info days  
Brokerage events

Probability of  
success: 60+%  
(estimate)

Cordis, sectoral  
data bases ...

Probability of  
success: 30%  
(estimate)



# 1. Identification of the call



When you are looking to apply to a call, regularly monitor the call for proposals platform

<http://ec.europa.eu/research/participants/portals/desktop/en/home.html>



There are 3 instruments:

- CSA: support action (100% financed by the Commission)
- IA & RIA: research projects (70% or 100% funding, depending on the type of instruments and status of the organisations-partners: private; public)

Search Topics

Updates

Calls

H2020

3rd Health Programme

Asylum, Migration and Integration Fund

Consumer Programme

COSME

Hercule III Programme

Internal Security Fund - Borders

Internal Security Fund - Police

Justice Programme

Pilot Projects & Preparatory Actions

Promotion of Agricultural Products

Research Fund for Coal & Steel

Rights, Equality and Citizenship Programme

Union Civil Protection Mechanism

FP7 & CIP Programmes 2007-2013

Calls

Other Funding Opportunities

# Calls for Proposals

EaPPLUS

Eastern Partnership +



Horizon 2020

- Health, demographic change and wellbeing
- Food security, sustainable agriculture and forestry, marine and maritime and research and the bioeconomy
- Secure, clean and efficient energy
- Smart, green and integrated transport
- Climate action, environment, resource efficiency and raw materials
- Europe in a changing world - inclusive, innovative and reflective societies
- Secure societies - protecting freedom and security of Europe and its citizens
- Spreading excellence and widening participation

Status  Calls with forthcoming topics  Calls with open topics  Calls with only closed topics

Sort by  Call title  Call identifier  Publication date

Filter a call

FILTER

**Industrial Leadership**  
Inducement prize: Tactile Displays for the Visually Impaired  
H2020-TactilePrize-2017

Publication date:23 May 2017

**Industrial Leadership**  
Improving access by innovative SMEs to alternative forms of finance  
H2020-ALTFI-2017

Publication date:25 April 2017

**Industrial Leadership**  
Inducement prize: Zero Power Water Infrastructure Monitoring  
H2020-PowerWaterPrize-2018

Publication date:19 April 2017

**Societal Challenges**  
BIO BASED INDUSTRIES PPP  
H2020-BBI-JTI-2017

Publication date:11 April 2017

**Societal Challenges**  
Horizon Prize - Low Carbon Energy Inducement Prizes 2016 - PHOTOV ...  
H2020-LCE-Prizes-2016-02

Publication date:05 July 2016

**Societal Challenges**  
Horizon Prize - Low Carbon Energy Inducement Prizes 2016 - CO2 REUSE  
H2020-LCE-Prizes-2016-03

Publication date:05 July 2016

**Societal Challenges**  
SECURITY  
H2020-SEC-2016-2017

Publication date:14 October 2015

**Societal Challenges**  
Horizon Prize - Birth Day  
H2020-BirthDayPrize-2016

Publication date:28 April 2016

**Societal Challenges**  
Horizon Prize - Cleanest Engine of the Future  
H2020-FutureEnginePrize-2016

Publication date:20 April 2016

**Societal Challenges**  
Horizon Prize - Engine Retrofit for Clean Air  
H2020-EngineRetrofitPrize-

**Societal Challenges**  
H2020-JTI-IMI2-2015-08-single-stage  
H2020-JTI-IMI2-2015-08-

**Societal Challenges**  
COMPETITIVE LOW-CARBON ENERGY  
H2020-LCE-2016-2017

**Development of tools and procedures for quality control****Publication date:** 14 October 2015**Types of action:** IA Innovation action**DeadlineModel:** single-stage**Opening date:** 15 March 2016**Deadline:** 25 August 2016 17:00:00

Time Zone : (Brussels time)

**Topic: SEC-04-DRS-2017: Broadband communication systems****Open****Publication date:** 14 October 2015**Types of action:** PCP Pre-Commercial Procurement**DeadlineModel:** single-stage**Opening date:** 01 March 2017**Deadline:** 24 August 2017 17:00:00

Time Zone : (Brussels time)

**Topic: SEC-05-DRS-2016-2017: Chemical, biological, radiological and nuclear (CBRN) cluster****Closed****Publication date:** 14 October 2015**Types of action:** CSA Coordination and support action**DeadlineModel:** single-stage**Opening date:** 15 March 2016**Deadline:** 25 August 2016 17:00:00

Time Zone : (Brussels time)

**Topic: SEC-05-DRS-2016-2017: Chemical, biological, radiological and nuclear (CBRN) cluster****Open****Publication date:** 14 October 2015**Types of action:** RIA Research and Innovation action**DeadlineModel:** single-stage**Opening date:** 01 March 2017**Deadline:** 24 August 2017 17:00:00

Time Zone : (Brussels time)

**Topic: SEC-06-FCT-2016: Developing a comprehensive approach to violent radicalization in the EU from early understanding to improving protection****Closed****Publication date:** 14 October 2015**Types of action:** RIA Research and Innovation action**DeadlineModel:** single-stage**Opening date:** 15 March 2016**Deadline:** 25 August 2016 17:00:00

Time Zone : (Brussels time)

**Topic: SEC-07-FCT-2016-2017: Human Factor for the Prevention, Investigation, and Mitigation of criminal and terrorist acts****Closed****Publication date:** 14 October 2015**Types of action:** RIA Research and Innovation action**DeadlineModel:** single-stage**Opening date:** 15 March 2016**Deadline:** 25 August 2016 17:00:00

Time Zone : (Brussels time)

### EU Programmes 2014-2020

Search Topics

Updates



Calls



H2020

3rd Health Programme

Asylum, Migration and Integration Fund

Consumer Programme

COSME

Hercule III Programme

Internal Security Fund - Borders

Internal Security Fund - Police

Justice Programme

Pilot Projects & Preparatory Actions

Promotion of Agricultural Products

Research Fund for Coal & Steel

Rights, Equality and Citizenship Programme

Union Civil Protection Mechanism

FP7 & CIP Programmes 2007-2013

## TOPIC : Developing a comprehensive approach to violent radicalization in the EU from early understanding to improving protection

**Topic identifier:** SEC-06-FCT-2016

**Publication date:** 14 October 2015

**Types of action:** RA Research and Innovation action

**Deadline Model:** single-stage

**Opening date:** 15 March 2016

**Deadline:** 25 August 2016 17:00:00

Time Zone : (Brussels time)



Horizon 2020

Pillar: Societal Challenges

Work Programme Year: H2020-2016-2017

Work Programme Part: [Secure societies – Protecting freedom and security of Europe and its citizens](#)

Call : [H2020-SEC-2016-2017](#)

[H2020 website](#)

[Call budget overview](#)

### Topic Description

+ More

#### Specific Challenge:

Radicalisation leading to violent acts can have a huge impact on the society and its citizens: politically (seeding division between communities), economically, emotionally, and in terms of security. The

### Topic conditions and documents

+ More

Please read carefully all provisions below before the preparation of your application.

### Submission Service

No submission system is open for this topic.

### Get support

+ More

**[H2020 Online Manual](#)** your online guide on the procedures from proposal submission to managing your grant.

**Specific Challenge:**

Radicalisation leading to violent acts can have a huge impact on the society and its citizens: politically (seeding division between communities), economically, emotionally, and in terms of security. The roots of radicalisation are not well-known, whilst well-targeted response to emerging challenges of violent extremism cannot be developed without a full understanding of what drives the process of radicalisation and of how individuals may react to countermeasures. Also, terrorist groups and extremists are capitalising on advances in technology to spread propaganda and radical behaviours, but traditional law enforcement techniques are insufficient to deal with these new, evolving trends in radicalisation. The key in democratic societies is to ensure citizens' rights to free thought – even radical thought – while protecting society from the fallout of illegal actions from violent radicalised groups and individuals.

**Scope:**

Terrorism in Europe now finds its inspiration in a larger variety of ideologies, as described in the 2013 Europol TE-Sat report: nationalist, anarchist, separatist, violent left-wing or right-wing ideologies, or Al Qaida- or Daesh-inspired ideologies.

Preventing and countering radicalisation must engage the whole of society, and requires a holistic treatment, and a multidisciplinary approach.

Factors constituting a violent radicalisation process can be many: familial, social, gender-based, socio-economical, psychological, religious, ideological, historical, cultural, political, propaganda-, social media- or internet-based. Events and conditions leading a person from ideas to violent action are also numerous, and mechanisms so complex that they need to be broken down to be understood.

**Expected Impact:**

As a result of this action, security policy-makers and law enforcement agencies should benefit from a full set of policy recommendations and tools aimed at improving their ability to prevent and detect radicalisation by national and local security practitioners in a timely manner, i.e. before individuals turn towards violent, criminal or terrorists acts, including:

- Comparative analysis of different types of policies (e.g. preventive vs. legal and administrative measures) including counter-propaganda techniques;
- Improved description of competencies, skills and characteristics of the various types of practitioners involved in preventing, detecting or countering violent extremism;
- Improved information exchange between the different actors involved, including security practitioners, family of the radicalised individual, school/workplace of the radicalised individual;
- Field-validation of new approaches to anti-radicalisation directly applicable to support practitioners.

**Cross-cutting Priorities:**

Gender

Socio-economic science and humanities

International cooperation

Open Innovation

# Identification of the call

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Found the call?

**READ THE CALL !**

Highlight the important key words and ask yourself:  
**why am I/my organisation the best suited contestant to  
reply to this call?**

Be aware of: specific challenges / Scope / expected impacts /  
instrument / expected budget / eligibility

## 2. Should I coordinate the call or become a partner?





# Some terminology (simplified)

- **Consortium**: the consortium is a group of organisations that build a proposal. These organisations are legal entities and can be universities, SMEs, global corporations, one-person companies ...
- **Coordinator**: **EXPERIENCED ORGANISATION/PERSON!**

Coordinates the proposal (at the proposal stage) and the project (if the proposal passes the evaluation stage)

*During the proposal stage:*

- Gathers all the information on the partners
- Responsible for submitting the call to the Commission
- Leadership role overseeing all activities.

*During the project*

- In charge of project management, including administrative and financial issues

**Partner**: Contributes to the drafting of the proposal and to the implementation of the project

**Ukrainian organisation: 95% chance that you will be a partner**

# 3. Detecting a **good** coordinator



## Identification of a coordinator

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**Once you have understood what is expected in the call for proposals and your potential role in the call...**

- 1. Draw up a list of the main organisations/people in your network** you think are most relevant with respect to the call
- 2. Address the other network channels to find relevant organisations** (eg: Cordis key word search.
- 3. Identify past won proposals** (e.g. funded projects) in your theme.
- 4. Search for the contact details** of the coordinator and partners

## Identification of a coordinator

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Start by looking at

# (1) Your network

- If not your immediate network, the network of your organization.
- People in your network with complimentary skills to those of your organization.

## Identification of a coordinator

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# (2) H2020 Info Days



- Black Sea Horizon organises several H2020 information days.
- Check the upcoming H2020 information days in your country.



# (3) Partner search tools

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## example: SSH Partner Search Tool

International network of National Contact Points (NCPs) for the Societal Challenge 6 in Horizon 2020

[www.net4society.eu](http://www.net4society.eu)



**Net4Society**

Partner Search Support

Home | Privacy | Imprint

Home

News

About the Project

Research Directory

**Partner Search Support**

Horizon 2020 Call Information

Other SSH Funding Opportunities

SSH Events

Increasing SSH Visibility

SSH Embedding in H2020

Library and Links

Newsletters

Login for SC6 NCPs

**Partner Search Support**

Are you interested in participation in EU Research Projects within the Societal Challenge 6 "Europe in a changing world - inclusive, innovative and reflective Societies"?

To spread your partner search, you can profit from our online Partnering Portal.

The partner search service is open for all partner searches relating to topics of Societal Challenge 6 "Inclusive, innovative and reflective societies".

The Net4Society database will offer both profiles of partners interested in becoming involved in existing or currently forming consortia as well as partner searches of research consortia looking for specific additional partners.

**Enter your project search and browse for existing project searches**

Please use this form if you are looking for integration into existing/forming consortias a partner for participation in EU research projects within Horizon 2020.

**Enter your partner search and browse for existing partner searches**

Please use this form if you are a coordinator or consortium preparing a project proposal for an open call in Horizon 2020, Societal Challenge 6, and you are looking for research partners.

**LINKS**

- Project Search Form
- Partner Search Form
- Net4Society Research Directory
- Link to CORDIS Partner Search
- Ideal-ist Partner Search Service (ICT related topics)
- Partnering Tool Societal Challenge 6 "Climate action, environment, resource efficiency"

 NET4SOCIETY is a Horizon 2020 project funded by the EUROPEAN UNION. This publication reflects only the author's views - the Community is not liable for any use that may be made of the information contained therein.

## Identification of a coordinator

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### **(4) Specialised networks, e.g. IDEAL-IST**

<https://www.ideal-ist.eu/about>

### **(5) European Commission “Cordis”**

#### **Partner search tool**

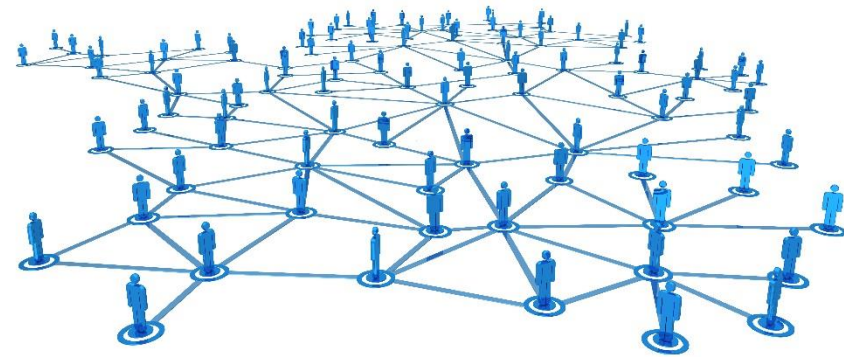
[http://cordis.europa.eu/home\\_fr.html](http://cordis.europa.eu/home_fr.html)

Before contacting a coordinator:  
remember how a coordinator  
chooses partners

## Personal network first

And then...

- ▣ Reputed highly qualified international organisations and recommended people
- ▣ Organisations with a unique added-value to the project
- ▣ Example of added value: unique references, access to the end users ...





# 4. Contacting a coordinator

## Contacting a coordinator

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- Once you have identified 10-15 or so target coordinators/partners for a call...
- Prepare individual targeted emails :
  - ▣ SHORT & TO THE POINT (10 lines max)
  - ▣ Subject of the email should include the title of call
  - ▣ Check your English.
- Don't be afraid to **send reminders** (after one week)

# Case study example

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## Example 1 : contacting someone from your network

Subject: Developing a comprehensive approach to violent radicalization in the EU from early understanding to improving protection / SEC-06-FCT-2016

Dear xx,

We met in October at the “Fighting Terrorism: New interdisciplinary approaches” seminar in Budapest. My name is Veronique and I am a research fellow at the Recovery Center for Young Offenders in Paris. My organization and myself are particularly interested in the call “Developing a comprehensive approach to violent radicalization in the EU from early understanding to improving protection” and wondered if you were participating.

As you know, Recovery Center for Young Offenders has over ten years of experience cooperating with young people who have been involved in crime and notably terrorism acts, and we believe our organisations could be complimentary in answering to this call.

Professor xx and myself would work on this call, please find our CV’s attached. We think we could start a good cooperation by combining our social analysis and defense and security profiles. Looking forward to hearing from you.

Best regards,

Veronique Poutier

## Case study example

28

### Example 2 : contacting someone you do not know

Subject: Developing a comprehensive approach to violent radicalization in the EU from early understanding to improving protection / SEC-06-FCT-2016

Dear xx,

I am contacting you **following the recommendation of XXX (key phrase)**. I understand you were looking for partners on H2020 call *Developing a comprehensive approach to violent radicalization in the EU from early understanding to improving protection* and wanted to manifest our interest in cooperating with you.

At the Recovery Center for Young Offenders we have been cooperating closely alongside young people who have been involved in crime and notably terrorism acts. We believe we could have an interesting cooperation with your extensive experience in the field of counteracting terrorism and H2020 project management.

**We 'll add value to this project because of X Y Z (key phrase).**

I have attached **a few references** (CV) in this email and remain at your disposal should you have any questions.

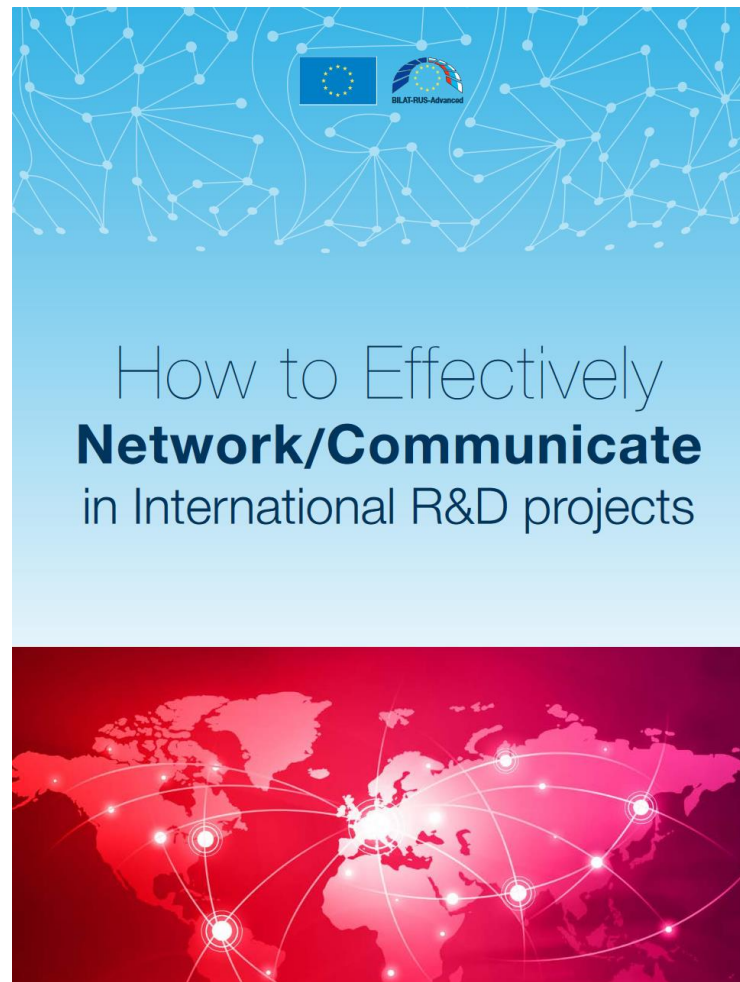
Thank you and best regards.

Veronique Poutier

## Recommended reading

29

[http://www.bilat-rus.eu/media/Networking\\_Guide\\_2nd\\_edition\\_2015.pdf](http://www.bilat-rus.eu/media/Networking_Guide_2nd_edition_2015.pdf)



# Common mistakes at different stages

30

- ❑ Not answering the need of the call for proposal
- ❑ Contacting people without relevant experience (great researcher does not mean proposal winner!)
- ❑ Insufficiently distinguishing yourself from others on the market (many great organisations around!)
- ❑ Giving too much information (busy people do not read long descriptions!)
- ❑ Poor professionalism (eg: replying to mails late, coordinators hate delayed feedback)...

# How to write a successful proposal – some hints

Why not me ? Statistics of one call

Most common mistakes or omissions

- Underestimating the importance some evaluation criteria and sub-criteria
- Lessons from the evaluation of previous calls

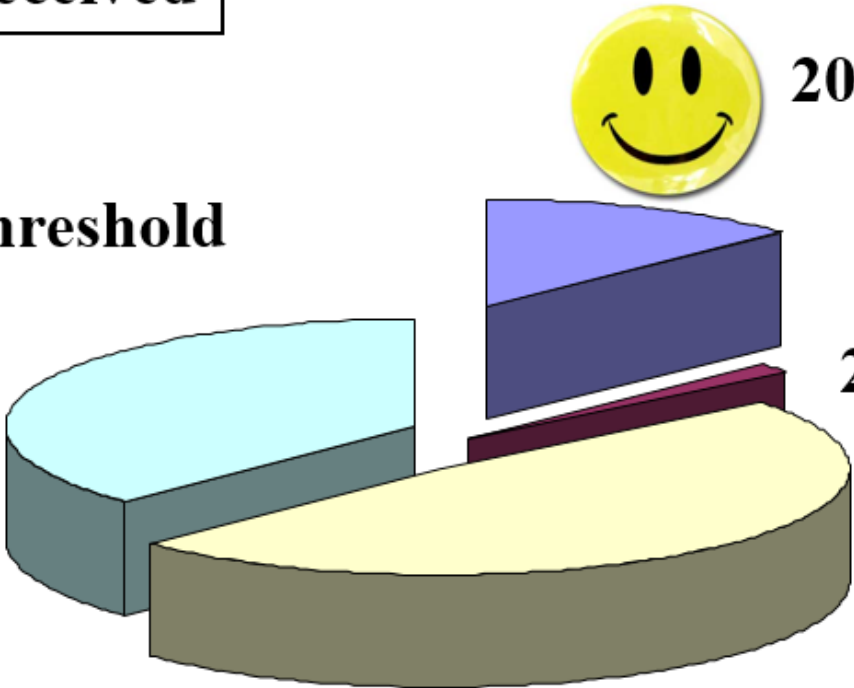
# Why not me?

## Statistics on one call

32

**155 proposals received**

**58 below threshold**



**20 Retained**




**2 Reserve list**

**75 Ranked too low for available budget**



# The 3 (and only 3) evaluation criteria

33

	<b>Threshold</b>	<b>Overall Threshold</b>
 <b>S&amp;T excellence</b> 0 to 5	<b>3/5</b>	<b>10/15</b>
 <b>Implementation and Management</b> 0 to 5	<b>3/5</b>	
 <b>Impact</b> 0 to 5	<b>3/5</b>	

# The Evaluation Summary Report (ESR)

34

The ESR reflects a consensus between several evaluators

The Commission “**However**” Syndrome:

The proposal .. positive comment ; 

“**However**, .. negative comments.

“**Furthermore**, .. More negative comments



# The excellence (1 / 3)

## Soundness of concept & quality of objectives

« **The overall concept is sound and innovative, however... »**

- Some **preliminary** target specifications are missing
- There are no **intermediate** targets at mid-term
- Too easy, some **key parameters** are missing
- Too broad, **lacks a lead application** to establish specific targets
- The **objectives** are **spread** over too many areas of research

# The excellence (2/3)

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## Progress beyond state-of-art

**« Progress beyond state-of-art is convincingly described, however... »**

- Too limited to individual part of work and lacks system overview
- State-of-the-art on competing approaches is not addressed  
(some evaluators may be working for competing approaches)
- Similar work is published already and not discussed.
- Hey, they're shooting at a moving target, their survey size is unrealistic !  
etc

# The excellence (3/3)

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## Methodology and associated workplan

**« The workplan is well described and appropriate however... »**

There are too many non-converging parallel activities !

- The allocation of tasks to individual partners in WPxy is not clear
- The effort per Workpackage is overestimated
- The work on “materials” along the full project duration is not justified
- No clear links between workpackages with decision points !
- No feedback between WPs to improve system performance!

# Implementation and management (1 / 3)

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## Management structure and procedures

**“The management structure is appropriate, however...”**

- Management will have no authority to enforce decisions  
(and anyway, decisions come too late !)
- No procedure to resolve conflicts !! (if no consensus, how will they decide ?)
- Risk management is not described, there is no contingency plan !
- No Gantt chart nor quantified milestones to follow progress along the project duration
- No alternative scenarios after important decision points !
- Management is unnecessarily too complex (eg, too many “boards” with same people)

# Implementation and management (2/3)

39

Quality/experience of individual participants

Quality of the consortium as a whole

**« Individual partners as well as recognised in their respective fields, however... »**

- Too many partners doing almost the same thing !
- Specific expertise on .. is missing
- The coordinator does not demonstrate experience in managing such projects
- The end-user is weakly committed for contributions...
- This end user is here for make-up, no real role in the project
- The NGOs partners are weakly involved in the work (more “observing”)

# Implementation and management (3/3)

40

## Ressources

**« The overall effort and allocation of resources are reasonable, however... »**

- The effort on WPx is overestimated versus WPy!
- The effort in management (administrative) is too high for the size of the project !
- There is no table showing the major expenses that are claimed !



# Impact

41

## Contribution to the expected impacts listed in the workprogramme Measures for Dissemination and/or Exploitation and/or IP

- **“There is a strong potential impact; Or Dissemination activities are well described; However...”**
- Although the exploitation for individual partners is well described, the exploitation of the joint result is left open.
- Exploitation plans are not sufficiently detailed
- The exploitation plan does not take into account competing approaches, specific market segments.. for effective exploitation
- The plans are unrealistic
- Decisions on IPR is left to the consortium agreement ...

# Success stories criteria

42

- Start well ahead of time
- Start from an exciting and convincing idea
- Joint a strong team with a strong leader
- Understand EC understanding of the evaluation criteria
- Find a good title / acronym
- Get your proposal summary critically reviewed by peers (partners, colleagues...)
- Be sure to have **\*sound\*** first pages (abstract, project concept...) - and the whole proposal too...

# Immediate collaboration opportunity for Ukrainian organisations

# Call WIDESPREAD-05-2017 (twinning)

## Horizon 2020 Work Programme 2016 – 2017 - Spreading Excellence and Widening Participation

- **Spreading Excellence and Widening Participation** is a transversal objective within the H2020 framework programme. Its goal is to fill in the gap between research and innovation in countries lagging behind the rest of Europe in terms of scientific output by investing in selected scientific institutions, enhancing research excellence, creating new Centers of Excellence or creating space for international cooperation for researchers.
- Twinning aims at **strengthening a defined field of research in an emerging institution in a 'Widening' country\*** through linking this institution with at least two internationally-leading counterparts in non-'Widening' countries.
- **Duration of project:** up to 3 years
- **Maximum amount :1 mln euros (EC contribution)**
- **Deadline: November 15th 2017 (check updates on the EC portal!)**
- *\*ranked below 70% of the EU27 research excellence performance average of the composite indicator on Research Excellence*

# Twinning : consortium composition

- **Minimum 3 organisations:** one coordinator (from a « widening ») country below) and two leading research organisations from other (« non – widening ») EU countries
- The applicant organisation (coordinator) where a defined field of research aims to be strengthened as a result of the Twinning action should be established in a “widening’ (low research and innovation performing) Member State or Associated Country - ranked below 70% of the EU27 research excellence performance average of the composite indicator on Research Excellence:
  - Member States: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Luxembourg, Malta, Poland, Portugal, Romania, Slovakia and Slovenia.
  - Associated Countries: Albania, [Armenia], Bosnia and Herzegovina, Faroe Islands, Former Yugoslav Republic of Macedonia, Georgia, Moldova, Montenegro, Serbia, Tunisia, Turkey and **Ukraine**

# Twinning: objectives, supported activities and eligible costs

## Objectives:

- Enhance the S&T capacity of the linked institutions with a principal focus on the university or research organisation from the Widening Country;
- Help raise the research profile of the institution from the Widening country as well as the research staff profile
- Successful Twinning proposals will have to clearly outline the scientific strategy for stepping up and stimulating scientific excellence and innovation capacity in a defined area of research as well as the scientific quality of the partners involved in the twinning exercise.

**Twining supports activities** like: short term staff exchanges; expert visits and short-term on-site or virtual training; workshops; conference attendance; organisation of joint summer school type activities; dissemination and outreach activities.

**Eligible costs:** costs relating to administration, networking, coordination, training, management, travel costs

**Ineligible costs:** infrastructure costs; equipment cost; research costs (including consumables).

# Twinning: expected impact

- Increased research excellence of the coordinating institution in the particular field of research as a result of the twinning exercise.
- Enhancing the reputation, attractiveness and networking channels of the coordinating institution.
- Improved capability to compete successfully for national, EU and internationally competitive research funding.
- Increased indicators of the coordinating organisation like expected future publications in peer reviewed journals, collaboration agreements with businesses, intellectual property, new innovative products or services.
- Benefits will also accrue to the institutions from the more intensive research and innovation performers, in terms of access to new research avenues, creativity and the development of new approaches, as well as a source for increased mobility (inwards and outwards) of qualified scientists

## And also: ERA-Chairs call

- Call ERA-Chairs (WIDESPREAD-03-2017), **deadline October 5, 2017**
- One applicant organisation (Ukrainian organisations are eligible)
- ERA Chairs are meant to bring outstanding researchers (the ERA Chair and a connected team) to universities and other research institutions in 'Widening' countries that have high potential for research excellence.
- The requested EU contribution shall not exceed a maximum of EUR 2.5 million for a period of up to 5 years



# ERA-Chair call

- ERA Chair holders should be outstanding researchers and research managers in the given field of research, with a proven record of effective leadership. They should establish their own team and help the research organisation to significantly improve its research performance and to be more successful in obtaining competitive funding. The ERA Chair holder should have a position within the organisation/university, professor or similar, that will allow her/him to make appropriate resource allocation decisions, supervise team members and freely apply for research funding in order to raise the level of research excellence of the team and the institution.
- Proposals will need to describe clearly the roles, level of responsibility and obligations of the ERA Chair holder allowing for the determination of the feasibility of his/her tasks.
- The position of the ERA Chair holder must be open to all EU and non-EU nationals. The appointment of an ERA Chair holder will be undertaken by the host institution at the beginning of the action and must be open and transparent.
- It is expected that the Chair holder will commit him/herself for the full duration of the grant, full time position, but part-time arrangements might be agreed by the parts, if deemed beneficial for the action.
- The grant that can have a duration of five years maximum will cover the appointment of the ERA Chair holder and a number of team members (e.g. their salaries, recruitment costs, administrative costs, travel and subsistence costs).

# Questions?

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